NORTHERN SASKATCHEWAN

Regional Training Needs Assessment Report 2009-2010

January 2009

Making the connection to training and employment opportunities

Northern Saskatchewan

Regional Training Needs Assessment Report

2009-2010

Making the connection to training
and
employment opportunities

This report can be downloaded from http://career.kcdc.ca/

Visit us on the world wide web at:
www.northlandscollege.sk.ca
http://career.kcdc.ca/
www.aeel.gov.sk.ca
www.sasknetwork.ca

January 2009

Northlands College, Box 1000, Air Ronge, S0J 3G0, 425-4480

The Northern Labour Market Committee, c/o Ministry of Advanced Education, Employment and Labour, Box 5000, La Ronge, S0J 1L0, c/o 425-4380

Ministry of Advanced Education, Employment and Labour, Northern Region Office, Box 5000, La Ronge, S0J 1L0, 425-4380

Contents

Map of the Region 3

1. **Introduction** 4

2. **Summary**

Trends in the northern population and major industries 5
Key human resources issues for all northern industries 6
Training priorities and opportunities 2009-2010 7

3. **Provincial and National Job Projections** 8

4. **Population Trends** 13

5. **Key Regional Economic Sectors - training and employment opportunities**

Mineral Sector – mining and exploration 23
Oil and Gas Sector 33
Forestry Sector 39
Construction and Trades Sector 42
Commercial Services Sector 50
Public and Non-Commercial Services Sector 55

6. **Connecting people to jobs**

Grade 12 courses and prerequisites for post-secondary training 65
Career Exploration websites 66
Apprenticeship training opportunities and prerequisites 68
Connections to Career Services, Education, and Employment 69
Northlands College training plan and priorities 71

7. **Sources**

Sources List 75
Northern Labour Market Committee 78

Cover photo: student field trip to a mine site courtesy of Northlands College

Northern Region
Northlands College Regional Offices
Career and Employment Services,
Saskatchewan Ministry of Advanced Education,
Employment and Labour
Camsell Portage
Uranium City
Fond-du-Lac
Stony Rapids
Black Lake
Midwest Deposit
Cluff Lake Mine (closed)
Points North Landing
McClean Lake Mine
Rabbit Lake Mine
Cigar Lake Mine
Wollaston Lake
McArthur River Mine
Key Lake Mine
Kinoosao
Descharme Lake
La Loche
Turnor Lake
Garson Lake
Bear Creek
Michel Village
Dillon
Patuanak
St. George's Hill
Buffalo Narrows
Pinehouse
Ile a la Crosse
Southend
Brabant Lake
Seabee Mine
Sandy Bay
Missinipe
Grand-mother's Bay
Nemeiben River
Stanley Mission
Pelican Narrows
Hall Lake
La Ronge
Air Ronge
Creighton
Canoe Narrows
Cole Bay
Jans Bay
Beauval
Deschambault Lake
Denare Beach
Dore Lake
Sled Lake
Green Lake
Weyakwin
Sturgeon Landing
Timber Bay
Montreal Lake
Cumberland House
Northlands College Program Areas in Northern Saskatchewan
Athabasca Region
Northwest Region
North Central Region
Northeast Region
Buffalo Narrows
La Ronge
Creighton
Note: CanSask offices are open part-time in Pinehouse, Sandy Bay and Creighton. Source: Saskatchewan Ministry of Advanced Education, Employment and Labour, La Ronge, Sk, January 2008

1. Introduction

Goal of this report

- This regional training needs assessment report serves two purposes. It is part of an annual planning process undertaken by Northlands College and other provincial post-secondary institutes to look at training needs in their regions and to find ways to address those needs through partnerships and consultations. The report also serves to share information about the region, its residents, its economy, and its training and employment opportunities.

Process of gathering information

- Information for the labour market and demographic sections were obtained from Northern Labour Market Committee meetings and Subcommittees, interviews, and a literature review of material from Statistics Canada Census, Ministry of Health's Covered Population statistics, *Opportunity North*, project proposals, web sites, newspapers, company websites, press releases and newsletters, and publications.

- The training section is developed from consultations led by Northlands College, including:
  - ◊ Consultations with stakeholders in annual Regional program planning meetings about their local training needs, College budget allocated to their region, local labour market information, and solutions.
  - ◊ Semi-annual meetings with all northern training-related funding agencies to determine their priorities for funding and the amounts of financial commitment.
  - ◊ Committees or forums that represent target groups or industries in the region. These include the Northern Labour Market Committee (NLMC) and its task-oriented subcommittees (Mineral Sector Steering Committee, Northern Apprenticeship Committee, and Health Sector Training Subcommittee) and other partnerships such as the Job Horizons II project, and the Northern Career Quest for the resource sector.
  - ◊ Board approval of the Program Plan and the Program Calendar.
  - ◊ Ongoing program planning throughout the year in order to address emerging training needs. Programs in addition to those in the Calendar are launched through the year.

Qualifier – check for up-to-date information

- **In pulling together this information, the writers have tried to be as up-to-date and accurate as possible. Readers are advised, however, to verify the information with the relevant companies and agencies before using it to make decisions. The information in this profile is not intended to be used as a sole resource for information. For contact numbers, see sections *Connections to Career Services, Education, and Employment* and *Sources*.**

2. Summary

2.1 Trends in the Northern Population and Major Northern Industries

The Population

- The "northern region" of the province makes up about one half of the province, but its population consists of only 37, 000 people. The population is growing, two-thirds are under age 35, and 8 out of 10 people are of Aboriginal heritage. The population is starting to show trends of an aging workforce and improvements in education levels similar to trends in the rest of the province, however, the population in general still has a sizable gap to cross to achieve provincial education and employment averages.

The Challenges

- The key human resource challenge is that the local labour force often cannot meet industry demand – the jobs often require higher education, higher skill levels, or more experience. Difficulties in reading, writing and math – integral for literacy – emerge at the school level with the average northern school students' performance in these subjects below provincial norms. Students who persist to high school generally take fewer classes, have lower marks, and take longer to graduate. Fewer youth in their teens and early twenties are attending school or post-secondary training compared to the province. Post-secondary training opportunities are sometimes limited in small communities. Job skills and experience, too, are sometimes difficult to acquire in remote communities which may have limited local economies with few working role models and few job opportunities. Some people who are working or looking for work are not ready to be mobile to access employment or training in neighbouring communities or regions. Consequently, many adults and youth have not joined the labour force.

- A key challenge for training agencies in the northern region is that many adults lack the prerequisites to enter post-secondary training programs. Occasionally, programs are cancelled because applicants do not have the education levels required by the programs. Finding qualified instructors for technical and trade programs is an ongoing challenge as well.

The Opportunities

- Despite the international slow down in economic growth predicted for 2009, Saskatchewan and the northern region are expected to continue to have jobs available although growth is expected to be slower. Mineral exploration for traditional ores and new commodities like oil sands, rare earths, and silica sand is continuing although at a slower pace. Uranium and gold mine operators continue to plan for expansions although some companies are delaying construction projects to a later date. The 5-year northern road infrastructure project is extending the current high cycle in construction activity. The road projects also improve access to jobs in the gas and oil sands projects in the province and Alberta, and mineral exploration in the Athabasca Basin. The need for skilled trades people is a fact in almost every trade and across every sector - from

mining to construction to services sectors. In the human services sectors such as health care, education, child care, and social work, there are many opportunities to fill new jobs and to replace turnover. New jobs are being created in business services and tourism to serve a growing and more prosperous population

The Partnership Initiatives

- Grade 12 completion is becoming essential - the majority of employment opportunities in the next few years will require some form of post-secondary training. In the northern region, where many school students take longer to complete grade 12 and 58% of adults have not completed high school, it is important that learners have programs and services to assist them in making the transition to post-secondary education and to employment. Some employers can train new recruits on-the-job but they need employees who have the essential work skills. For other employers, training that is flexible and scalable to necessary components could meet their needs. For employers who require workers with post-secondary training, partnerships between employers and trainers are essential to ensure that training is targeted to industry's needs.

- In northern Saskatchewan, some training delivery agencies, school authorities, and industry have formed a number of partnerships to prepare people for these job opportunities. These partnerships enable the agencies and industries to increase their delivery of training programs by pooling their labour needs assessments, their funding, and their program offerings to target training directly to the needs of industry.

- The partnerships recognize the need to incorporate academic upgrading, job readiness training, and even safety training to provide the basics prior to skill training. Some of the partnerships include Multi-Party Training Plan for the Mineral Sector, Northern Career Quest for the resource sectors, Job Horizons 2 for the oil and gas sector, Northern Apprenticeship Committee for the trades, the mobile training lab for trades training in the north, a proposed Multi-Party Training Plan for the Health Sector, and Northern Teacher Education Program.

2.2 Key human resource issues for all northern industries

- A high proportion of adults have not joined the labour force
- A high proportion of youth are not participating in the labour force and are not in school
- Available jobs often require higher education, skill levels, or relevant experience than many northern people have attained.
- There is lack of mobility in the work force to take advantage of employment and training opportunities in neighbouring communities or regions.
- Education levels are lower than provincial average with the result that many people require basic education upgrading before they can be successful in skill training

2.3 Training Priorities and Opportunities 2009-2010

- This chart summarizes the training programs, identified in the following sections, which Northlands College and College partnerships plan to deliver in 2009-10 to meet the skill needs of the key industry sectors in the northern region.

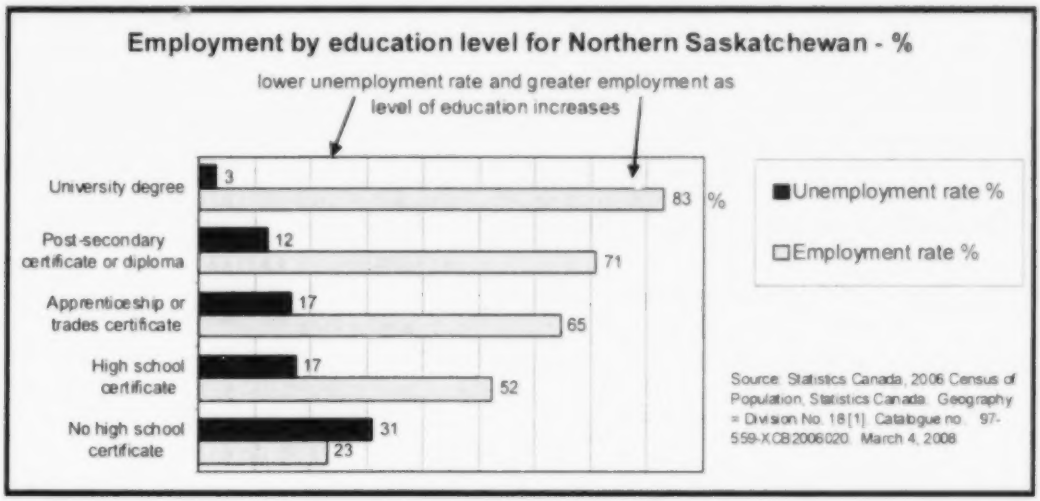
	Northlands College Program Plan 2009-10			
Labour Market Demand and Training Priorities	**Mining and Exploration**	**Forestry**	**Construction & Trades**	**Services**
Developmental Studies/Bridging to Adult 12/Adult 12/GED	✓	✓	✓	✓
Health Career Access Prerequisites	✓	✓	✓	✓
Post-Secondary Career Start	✓	✓	✓	✓
Online high school, Pre-Developmental Studies, and Technology Enhanced Learning	✓	✓	✓	✓
Specific Skills				
Chemical Technology				✓
Continuing Care Assistant				✓
Practical Nursing certificate				✓
Mine Engineering Technician diploma				✓
Office education				✓
Oil Fields Safety				
Primary Care Paramedic				✓
Radiation/Environment Tech				✓
Underground miner				✓
Trades				
Carpenter, level 1			✓	
Construction Safety				
Heavy Equipment Mechanic Pre-employment			✓	
Industrial Mechanic			✓	
Pre-trades upgrader			✓	
Welding Pre-employment			✓	
Professional & Management				
Bachelor of Arts	✓	✓	✓	✓
Continuing Education Admin	✓	✓	✓	✓
Northern Studies				✓
Social Worker classes				✓
Teacher Education option				✓
University classes	✓	✓	✓	✓

3. Provincial and National Job Projections

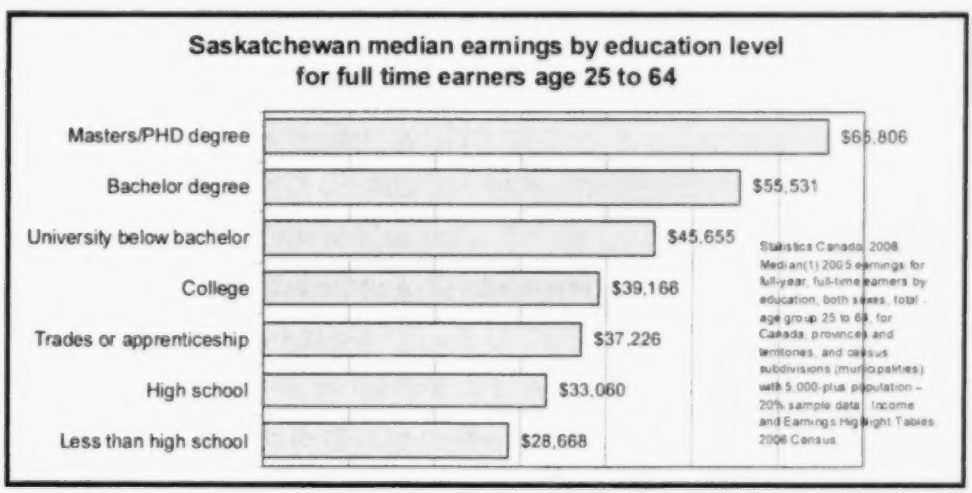
More education means more employment options

- The credit crisis of 2008 and 2009 is leading experts to expect a slow down in the economy and employment over the next couple of years. Now may be a good time to evaluate career options and gain some new skills to increase job choices and employability.

- More education and educational opportunities often means more employment options and less unemployment. In northern Saskatchewan, people with less than a high school education had 31% unemployment compared to only 3% of people with a university degree.



- Also, more education can mean significantly higher earnings, with full time workers who have a university degree earning double the amount earned by workers with less than high school.


Saskatchewan median earnings by education level for full time earners age 25 to 64
Masters/PHD degree
$65,806
Bachelor degree
$55,531
University below bachelor
$45,655
College
$39,166
Trades or apprenticeship
$37,226
High school
$33,060
Less than high school
$28,668
Statistics Canada, 2008. Median(1) 2005 earnings for full-year, full-time earners by education, both sexes, total - age group 25 to 64, for Canada, provinces and territories, and census subdivisions (municipalities) with 5,000-plus population – 20% sample data. Income and Earnings Highlight Tables, 2006 Census.

- University isn't for everyone. There are many interesting and good-paying careers for those who have a high school diploma or postsecondary certificate or diploma (1 to 2 years postsecondary education). Also, the credit crisis could mean that student loans are harder to obtain - lenders have tightened loan criteria. So first, make sure your personal and financial gain from increased training is worth the expense.

  - Assess your skills to see how you can build upon the skills you have. **See the quizzes noted in section 6** to understand your interests and your strengths.

  - Look at the future and consider the skills that employers will be looking for in coming years as well as current demand. **See the table below and websites with occupational forecasts** like www.saskjobfutures.ca.

  - **Make sure that the skills you are interested in are both in demand and sufficiently compensated** to make the time and effort and expense of training worth it. Talk to local career counselors at schools, training institutes, Career and Employment Services, or at your First Nation or Gabriel Dumont Technical Institute Training and Employment office. Check the training offered at local training institutes – Northlands College, Saskatchewan Indian Institute of Technologies and NORTEP work closely with businesses to train to meet local employers' needs.

  - **Consider your options for training locations**: some university and technology programs are only offered at city campuses. However, you can often take some of the classes on-line. There are often shorter lineups at local colleges for technical, trades, and skill programs compared to the same programs offered at city campuses and by living at home you can cut your costs. Consider taking online courses or evening classes if you have family responsibilities. (Source: *Working.* Ruth Mantell, The Province newspaper. Vancouver, B.C.: Sep 21, 2008. pg. E.45)

Forecast for occupations across Canada

- Last year, a national forecast for employment was optimistic that 1.7 million new jobs would be created and 3.8 million existing jobs would be freed up by retirements. That forecast in ***Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015)*** may change now that the credit crisis of late 2008 is leading experts to expect a slow down in the economy and in employment growth. It is possible that not as many new jobs will be created – if consumers aren't spending, many businesses will be cautious about expanding and hiring. Existing jobs might not be freed up by retirements - older workers might put off retirement for a few years since the value of many pension plans has plummeted.

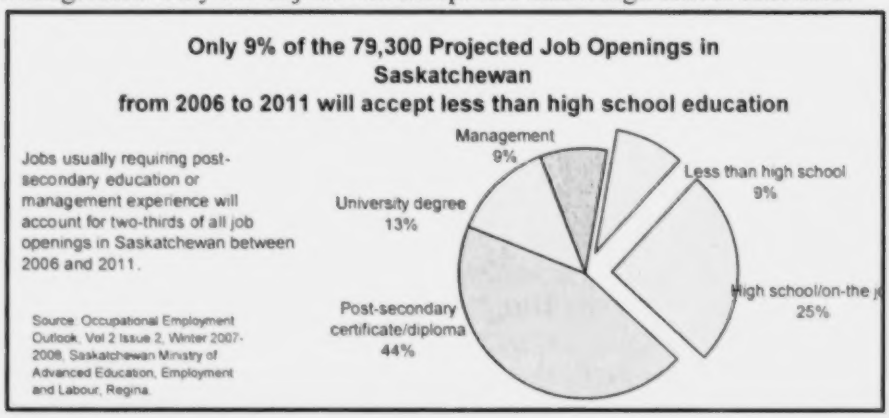
- Employment demand will be greatest for jobs in the services sector, construction, and energy sectors, particularly in:
  - Management in all sectors because of retirements;
  - Computer system design, health care, and professional services.

- Sectors expected to show a decline in job growth include the forestry, pulp and paper, and wood products manufacturing sectors.

Forecast for occupations across the province

- Strong global demand for Saskatchewan's rich natural resources is expected to continue in 2009 and keep the provincial economy and employment higher than all other provinces in Canada. Although the price of many of the province's key exports, including grains, oil, potash, and uranium fell in late 2008, prices are expected to stay at historically high levels and support business and household spending in the upcoming year (RBC Economic and Financial Market Outlook, Dec. 2008).

- The ***Occupational Employment Outlook*** report projects two-thirds of all job openings are expected to be in occupations usually requiring post-secondary education or experience in management. Only 9% of jobs will accept less than a high school education.


Only 9% of the 79,300 Projected Job Openings in Saskatchewan from 2006 to 2011 will accept less than high school education
Jobs usually requiring post-secondary education or management experience will account for two-thirds of all job openings in Saskatchewan between 2006 and 2011.
Source: Occupational Employment Outlook, Vol 2 Issue 2, Winter 2007-2008, Saskatchewan Ministry of Advanced Education, Employment and Labour, Regina.
Management 9%
Less than high school 9%
University degree 13%
High school/on-the j 25%
Post-secondary certificate/diploma 44%

- In Saskatchewan, jobs that are expected to have the highest demand to 2011 include education, social sciences, most trades, equipment operations, and health as shown in the chart below. Details of the occupations are listed in bold in the next table from www.saskjobfutures.ca.

Projected job Opportunities by Skill Type - Saskatchewan 2006-2011
-3,000 - 3,000 6,000 9,000 12,000 15,000 18,000
Management
Business/Finance/Administration
Natural/applied Sciences
Health Occupations
Social Science/Education/Govt
Arts/Culture/Recreation/Sport
Sales and Service Occupations
Trades/Transport/Equipment Operation
Mining, forestry, fishing
Processing/Manufacturing/Utilities
21,000 New Jobs
58,300 Job Openings from retirements
Source: Occupational Employment Outlook, Vol 2 Issue 2, Winter 2007-2008, Saskatchewan Ministry of Advanced Education, Employment and Labour, Regina.

Saskatchewan's Hot Jobs *- to 2011* *projected best employment opportunities – see www.saskjobfutures.ca*		
Job area	**Occupation** (those in **bold** are projected to have the highest demand of all)	**Training Needed**
Manager	• **Health care, social, community and correctional services**	• University degree
	• Government and human resource managers	• University degree
	• **School and post-secondary principals and administrators**	• University degree
	• **Construction and home building managers**	• University Degree or College diploma
	• **Managers in food, accommodation, recreation,** and retail	• College diploma, cert. or high school
Business, Finance, Admin-istration	• **Accountants, investment advisors, auditors**	• University degree
	• **Human resources specialist**	• University degree
	• Book keepers, executive assistants, **personnel officers**, secretaries	• College diploma or certificate
	• Clerical – in filing, library, payroll, data entry, banking, office, customer service	• High school/on the job
Sciences	• Engineers - chemical, civil, **electrical,** and mechanical, mining	• University degree
	• Geologists, land use planners	• University degree
	• **Database administrators** & computer support technician, web/software designer	• University degree or • College diploma
	• Pilots and Aviation mechanical engineers	• diploma/apprentice
	• Technicians in **Chemical,** geological **instrumentation,** survey, mechanical engineering	• College diploma or certificate
	• **Health inspectors**	• College diploma
Health	• **Doctors, dentists, veterinarians, pharmacists, chiropractor**	• University degree
	• **nutritionist, physiotherapists, speech pathologist, optometrist**	• University degree
	• **Registered nurses, Nurse supervisors**	• University degree
	• **Licensed practical nurse, technical staff in labs, radiation, dental, diagnostic equipment, cardio**	• College diploma or certificate
	• **Ambulance attendants,** paramedics, animal health technician	• College diploma or certificate
	• Dental assistant, nurse aide	• High school/on the job

Education, Social Science, Government	• **Lawyers,** judges • **University and College instructors** • **High school teachers** • **Social workers, psychologists** • **probation officers,** guidance counselors • **Community/family/addictions counselors, social service worker,** • **Early childhood worker** • **Economic development officers and consultants, Recreation supervisors**	• University degree • University degree • University degree • University degree • University degree/ college diploma • University degree/ college diploma • College certificate • University degree/ college diploma
Sales and Service	• **Supervisors in janitorial, food services and retail sales** • **Cooks** and chefs, baker, butcher • Hair stylist • **Police officer** and fire fighters • Armed forces • Food and beverage servers, babysitters and nannies • Cashiers, janitors, security guards, service station attendant, grocery clerk and stocker	• College diploma or certificate • Apprentice/College • Apprentice/College • Diploma or certificate • High school diploma • High school diploma or less • Less than high school
Trades and equipment operations	• **Electrician, power lineman, pipe fitters, gas fitters, plumbers**, automotive tec • **Machinists, industrial mechanics, trades supervisors, Welders, power engineer** • **Carpenters, roofers, painters, flooring installers, cement finisher, autobody** • **Heavy equipment operators and truck drivers**, bus drivers • Trades helpers and labourers	• Apprentice &/or College • Apprentice &/or College • Apprentice &/or College • High school/on the job • Less than high school
Mining, Oil and gas	• Supervisors in mining and oil and gas • **Underground miners and oil and gas drillers and service workers** • **Mine and oil drilling support workers** • Labourers in oil and gas and mining	• College &/or apprenticeship • College &/or apprenticeship • High school or less • High school or less
Processing	• Process Operation supervisors • Process Operators	• College diploma • High school

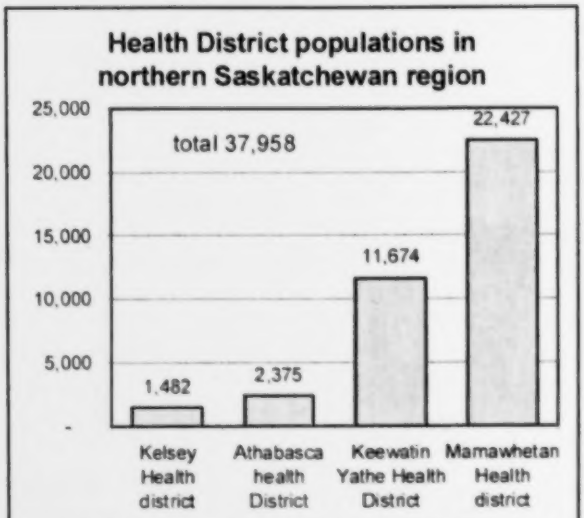
Note: "College" here refers to a technical institute like SIAST or a Saskatchewan regional college - like Northlands College - that purchases and delivers programs from a technical institute.

Source: *Saskatchewan Job Futures* website as of January 15, 2009 (Government of Canada and Saskatchewan Ministry of Advanced Education, Employment and Labour) www.saskjobfutures.ca; and *Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015)* October 2006, Human Resources and Social Development Canada

3. Population Trends

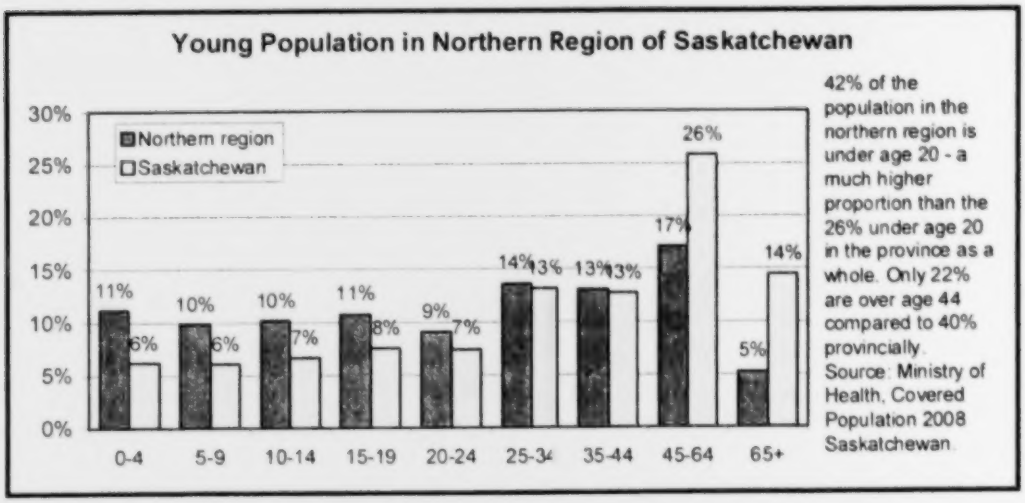
- The northern region encompasses half of Saskatchewan, approximately 300,000 square kilometres of forested land and lakes.

- Communities fall under the authority of four health districts. Mamawetan Churchill River, in the northeast, has two-thirds of the population. Keewatin Yathe Health District, covering the northwest, has about one-third of the region's population. Athabasca Health Authority in the far north is the smallest health district. Cumberland House municipality and First Nation are part of the Kelsey Trail Health District. The region makes up the Saskatchewan Census Division No. 18.



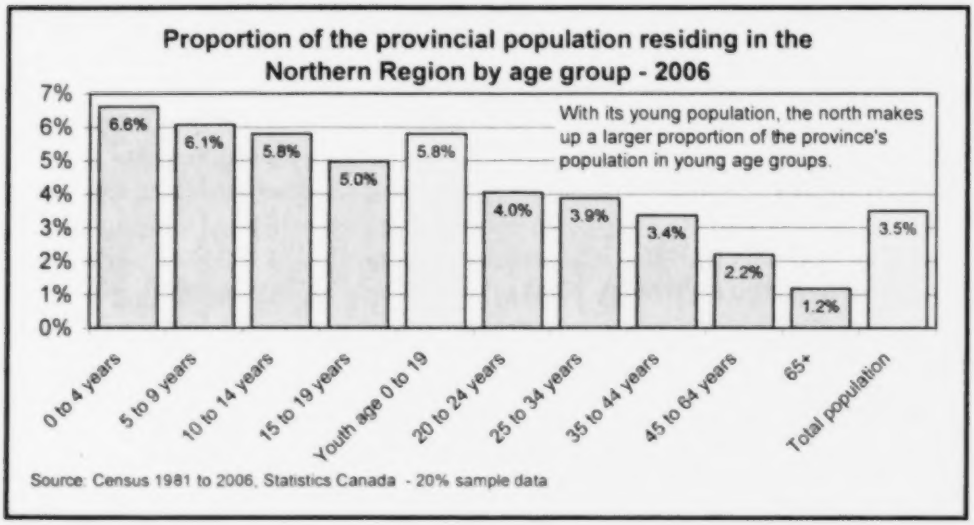
Note: Cumberland House First Nation and municipality are part of Kelsey Trail HD. Source: Ministry of Health, Covered Population 2008 Saskatchewan. Regina.

- The northern Saskatchewan population is very young. 42% are under age 20 compared to 27% provincially, and only 22% are over age 44 compared to 40% provincially. Census 2006 reports that the median age for the population in the northern region is 22.9 years old compared to 38.7 for the province as a whole.

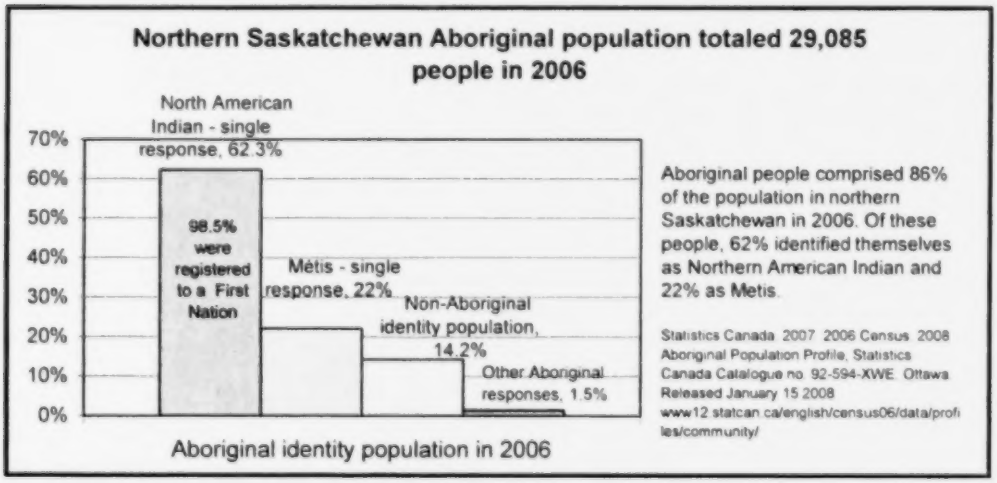


42% of the population in the northern region is under age 20 - a much higher proportion than the 26% under age 20 in the province as a whole. Only 22% are over age 44 compared to 40% provincially. Source: Ministry of Health, Covered Population 2008 Saskatchewan.

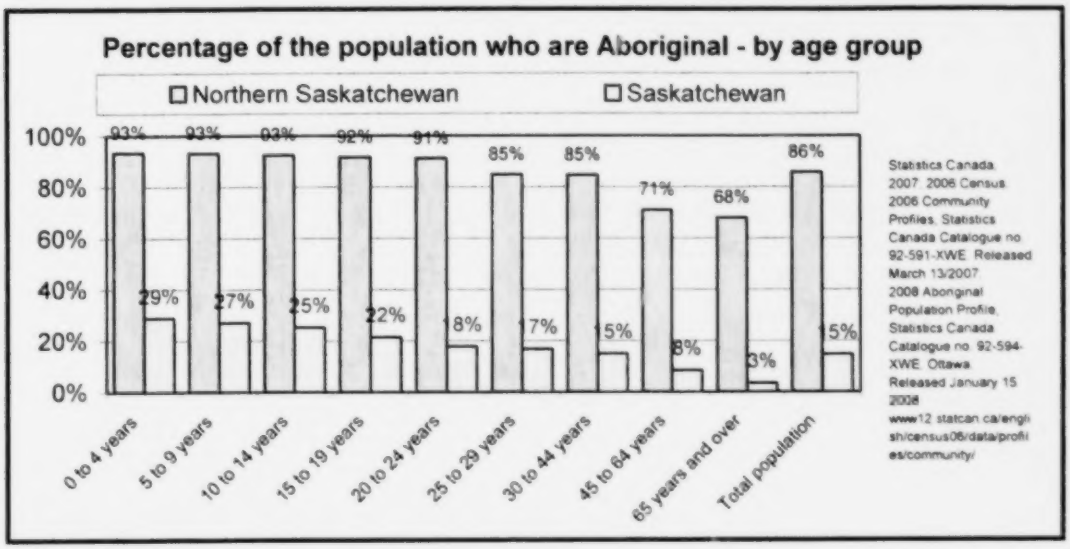
- Although the northern population accounted for only 3.5% of the province's population, northern children aged 0 to 19 represented 6% of all children in the province. In the 0-4 age group, 6.6% of the province's children live in the north, 5% of the population aged 15 to 19 live in the north, and only 1.8% of the province's population aged 44 and over live in the northern region.



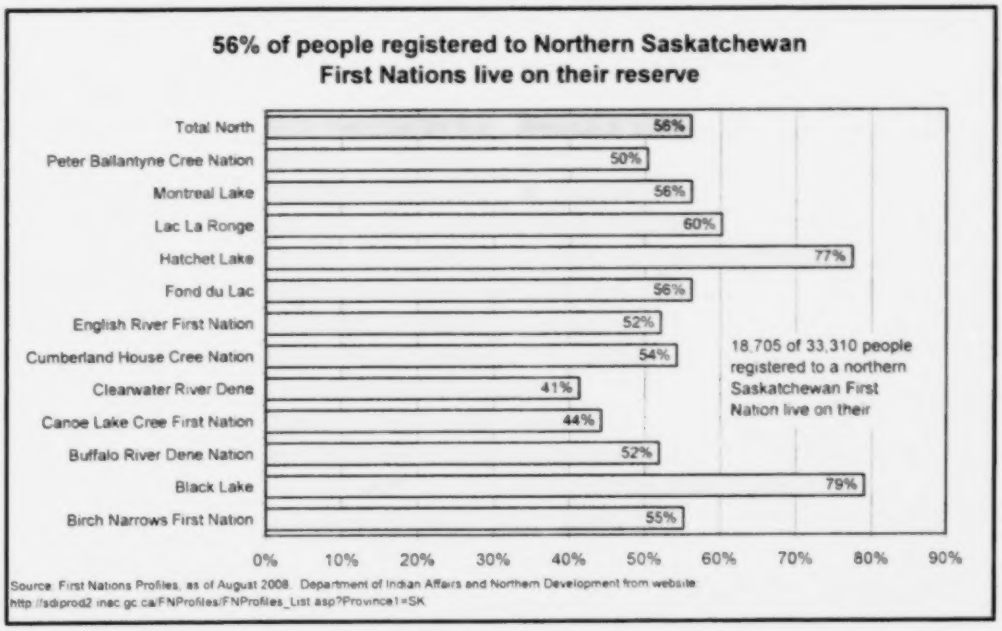
- The majority - 85.8% - of the population in the region is of Aboriginal heritage, compared to 14.9% provincially and 3.8 nationally. The northern region's Aboriginal population grew by 2,365 people – a rate of 8% in 5 years. The largest Aboriginal group is people of First Nations heritage (primarily Cree and Dene) who make up 62.3% of the total population. People of Métis heritage make up 22% of the population and non-Aboriginal people form 14% of the north.


Northern Saskatchewan Aboriginal population totaled 29,085 people in 2006
North American Indian - single response, 62.3%
70%
60%
50%
40%
30%
20%
10%
0%
98.5% were registered to a First Nation
Métis - single response, 22%
Non-Aboriginal identity population, 14.2%
Other Aboriginal responses, 1.5%
Aboriginal people comprised 86% of the population in northern Saskatchewan in 2006. Of these people, 62% identified themselves as Northern American Indian and 22% as Metis.
Statistics Canada 2007 2006 Census 2008 Aboriginal Population Profile, Statistics Canada Catalogue no. 92-594-XWE. Ottawa. Released January 15 2008
www12.statcan.ca/english/census06/data/profiles/community/
Aboriginal identity population in 2006

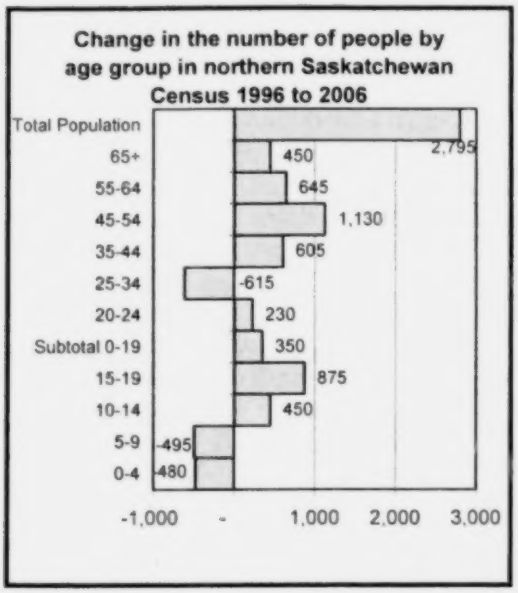
- Aboriginal people make up a larger proportion of the young population across the province. In the north, 93% of children aged 0 to 4 are Aboriginal and 29% provincially are Aboriginal. In the adult population aged 45 to 64, only 71% of northern people and 8% of all people in the province are of Aboriginal heritage.



- Over half of the people belonging to northern First Nations continue to reside on their own First Nations reserve lands, a higher ratio than in many other regions.

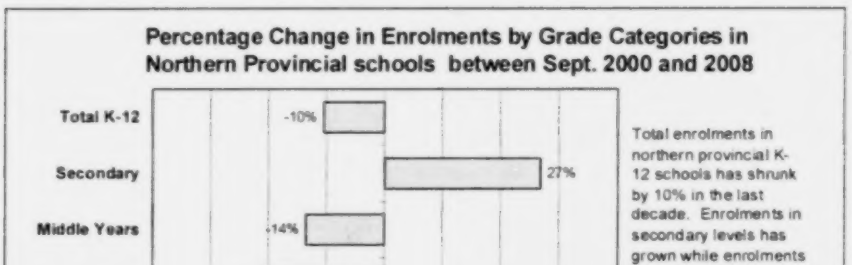


- The population has grown over the past decade, although most of the growth has been in the population over age 35. The chart shows the decline in the number of children age 0 to 9 and the decline in the number of young working age people (age 25 to 34) over the last decade.



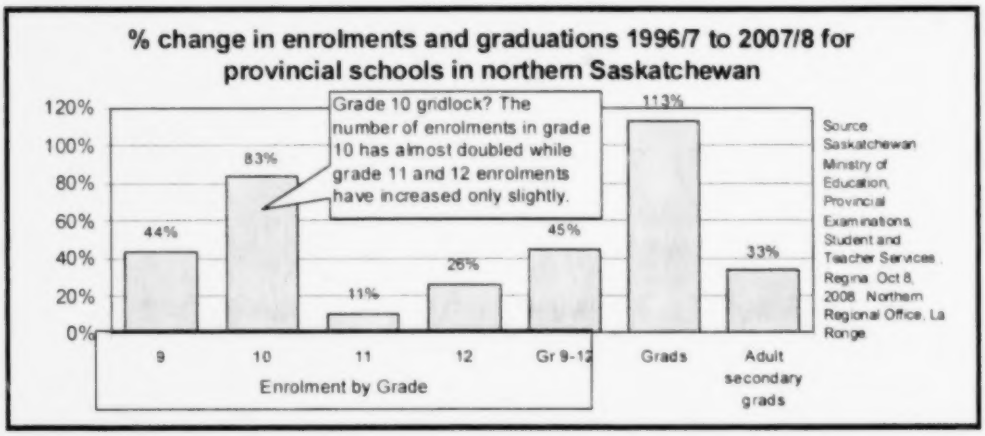
- Although the number of northern children aged 0 to 9 has declined in the past 10 years, it is projected that by 2021, the north will see an increase in the number of children as the current large number of youth age 10 to 19 move into the main child-bearing ages.

- The decline in the number of young children in the northern region is reflected in the decline in school enrolments at the Kindergarten and elementary levels in both the provincial and First Nations school systems over the past decade. Since 2000, enrolments in provincial schools have declined by 10%, about 500 children, including 100 fewer children in Kindergarten.

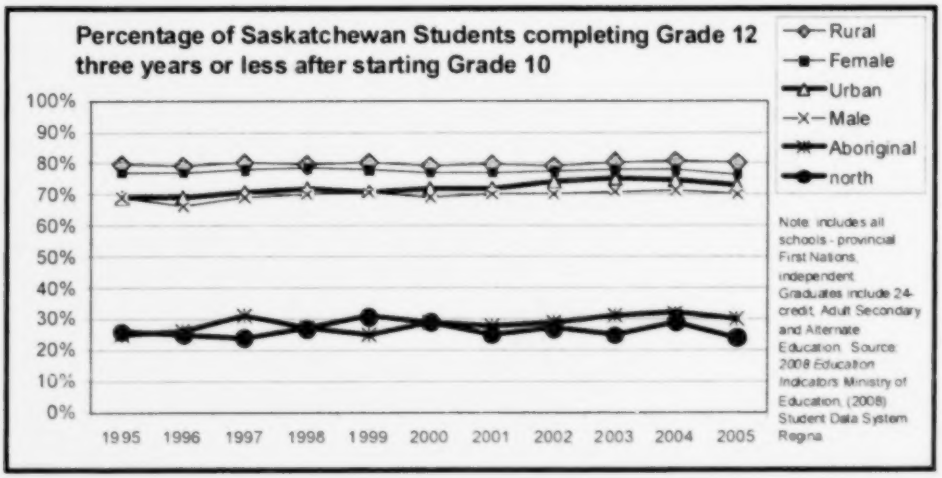

Percentage Change in Enrolments by Grade Categories in Northern Provincial schools between Sept. 2000 and 2008
Total K-12
Secondary
Middle Years
Elementary
Kindergarten
-10%
27%
-14%
-21%
-22%
-40%
-30%
-20%
-10%
0%
10%
20%
30%
40%
Total enrolments in northern provincial K-12 schools has shrunk by 10% in the last decade. Enrolments in secondary levels has grown while enrolments in kindergarten to middle years have declined.
Source: Enrolments as of Sept. 30 of each year. Saskatchewan Ministry of Education, Provincial Examinations, Student and Teacher Services for provincial schools.

- The proportion of northern students who successfully pass from Grade 8 to Grade 9 to Grade 10 is lower than in urban and rural schools, according to *2008 Saskatchewan Education Indicators* report. In the north, 16% of students were continuing previous grades two years after Grade 8 instead of moving up to Grade 10 compared to 5% provincially. The report stresses that the transition from middle school (Grade 9) to high school (Grade 10) is a critical period for many adolescents. As they approach age 16, the mandatory age of school attendance, some youth begin missing classes before dropping out altogether.

- For northern students who do move up to Grade 10, there appears to be a hold-up in grade 10 for many students. The number of grade 10 enrolments in provincial schools has almost doubled in the last decade, although grade 11 and 12 enrolments have increased only slightly.



- In Saskatchewan, 73% of students who begin Grade 10 have graduated from Grade 12 three years later compared to less than 30% of Northern and Aboriginal students, as shown in the chart from the *2008 Saskatchewan Education Indicators* report.



- Saskatchewan participates in three assessment programs at the provincial, national and international levels that measure school student achievements over time. The results can help policy makers, schools, and school divisions plan improvements to increase student achievements.
  - ◊ Reading, writing – integral to literacy - and mathematics were the main areas of assessment. For the purpose of analyzing performance, "adequate" is the minimal level of achievement and "proficient" is a high level of achievement. Consistently, results for Aboriginal and northern students were significantly below provincial norms in term of "adequate" and "proficient" performance in most areas, as the next table shows.

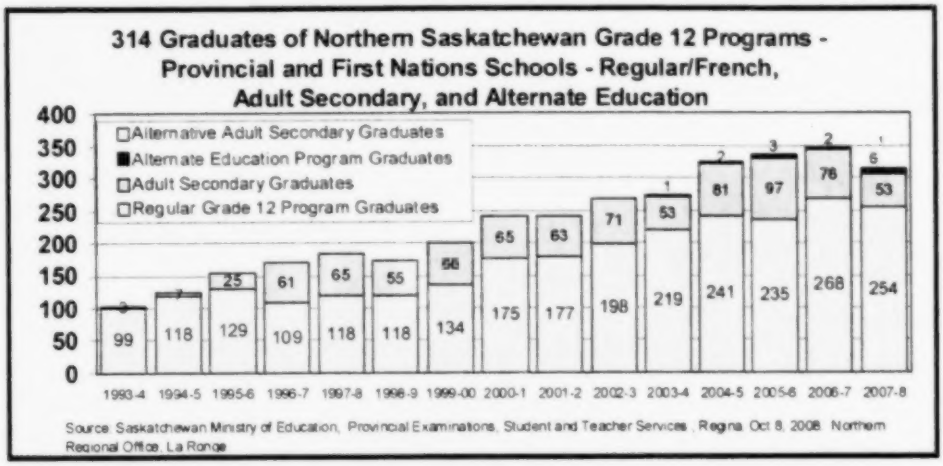
◊ Not only were Aboriginal and northern students achieving below the provincial norms, but northern students were significantly below the norms for province-wide Aboriginal students.

% of students achieving Adequate or Proficient in WRITING						
	Grade 5		Grade 8		Grade 11	
	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient
Province	82%	42%	90%	58%	90%	66%
Aboriginal	75%	33%	83%	48%	84%	57%
North	66%	27%	79%	45%	81%	54%
% of students achieving Adequate or Proficient in MATH CONTENT						
	Grade 5		Grade 8		Math 20	
	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient
Province	71%	27%	59%	18%	72%	20%
Aboriginal	62%	20%	38%	8%	55%	11%
North	42%	7%	29%	3%	44%	8%
% of students achieving Adequate or Proficient in OVERALL READING						
	Grade 4		Grade 7		Grade 10	
	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient	Adequate to Proficient	Proficient
Province	80%	44%	88%	49%	88%	63%
Aboriginal	59%	23%	75%	29%	75%	40%
North	46%	18%	62%	18%	65%	31%

Source: *2008 Saskatchewan Indicators*. Ministry of Education, Regina, 2008. From Provincial Assessment for Learning results in Figures 21B, 22c, and 23b

- Northern students who persist to high school generally take fewer classes and have lower marks than other students in the province. Northern students averaged only 5 credits in the 2007-8 school year compared to about 8 credits on average for students provincially. The average marks for non-Aboriginal northerners for level 10 and 20 classes were from 5% to 10% lower than students in urban and rural schools. For northern students of Aboriginal heritage, marks were similar to Aboriginal students across the province – 10% to 15% lower than non-Aboriginal students in urban and rural schools. (Figure 19a and 45c, *2008 Saskatchewan Education Indicators* report)

- More students are achieving their Grade 12/Adult 12 diplomas than a decade ago. Provincial schools, First Nations schools, and post-secondary institutes in northern Saskatchewan graduated 314 students in 2007-2008 compared to 173 in 1998-1999. Of the total graduates in 2007-8, 259 youth and 1 adult graduated from regular/alternate school programs. Fifty-four adults graduated from Adult secondary/Alternative Adult programs, the lowest number of Adult grads since 1995/6 as shown in the next chart.



- A larger proportion of youth in the north are not attending school than in the province as a whole. ("School" includes elementary or secondary school, apprenticeship programs, colleges, and universities.) 33% of youth age 15 to 19 did not attend school in 2006, similar to the provincial rate of 26%. In the age 20-24 age group, however, this increases to 71% of northern youth not attending school (compared to 57% provincially) and most of these youth had not graduated with any level of certificate or diploma.

Attendance at school for the Population 15 Years and Over, 2006 Census

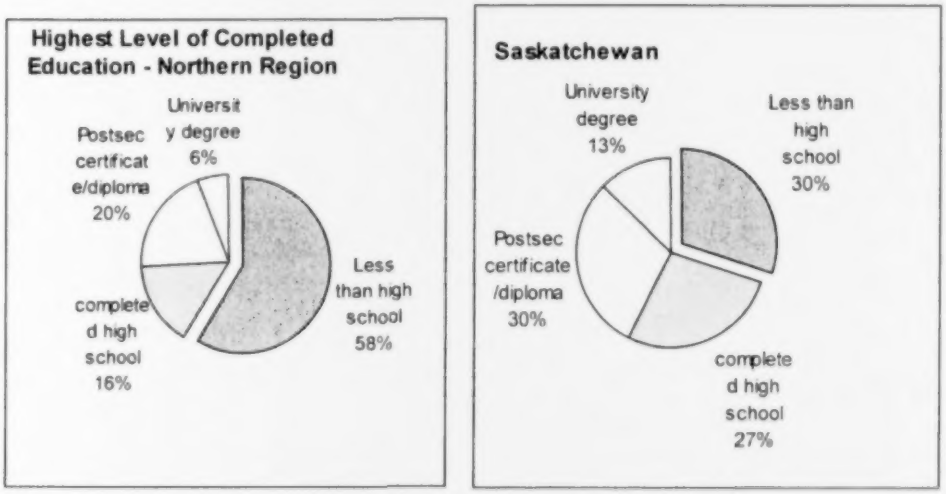
Northern Saskatchewan	% did not attend school	% attended school	Saskatchewan	% did not attend school	% attended school
Age 15 to 19	33%	67%	**Age 15 to 19**	26%	74%
With no certificate, diploma or degree	**32%**	68%	With no certificate, diploma or degree	**23%**	77%
With Certificate, diploma or degree	39%	61%	With Certificate, diploma or degree	36%	64%
Age 20-24	**71%**	**29%**	**Age 20-24**	**57%**	**43%**
With no certificate, diploma or degree	75%	24%	With no certificate, diploma or degree	77%	23%
With Certificate, diploma or degree	65%	**35%**	With Certificate, diploma or degree	52%	**48%**
All age groups	79%	21%	**All age groups**	83%	17%
With no certificate, diploma or degree	76%	24%	With no certificate, diploma or degree	78%	22%
With Certificate, diploma or degree	83%	17%	With Certificate, diploma or degree	86%	14%

Source: 20% Sample Data - Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006033

- Students in the Athabasca region often are not ready for post-secondary training. A research project to look at why fewer students in the Athabasca region enroll and complete post-secondary training found that students who completed high school in the Athabasca Basin were most likely to identify the need for upgrading prior to starting post-secondary programs. Those surveyed who did not indicate a need to upgrade had completed high school outside of the Athabasca. Factors that affected students'

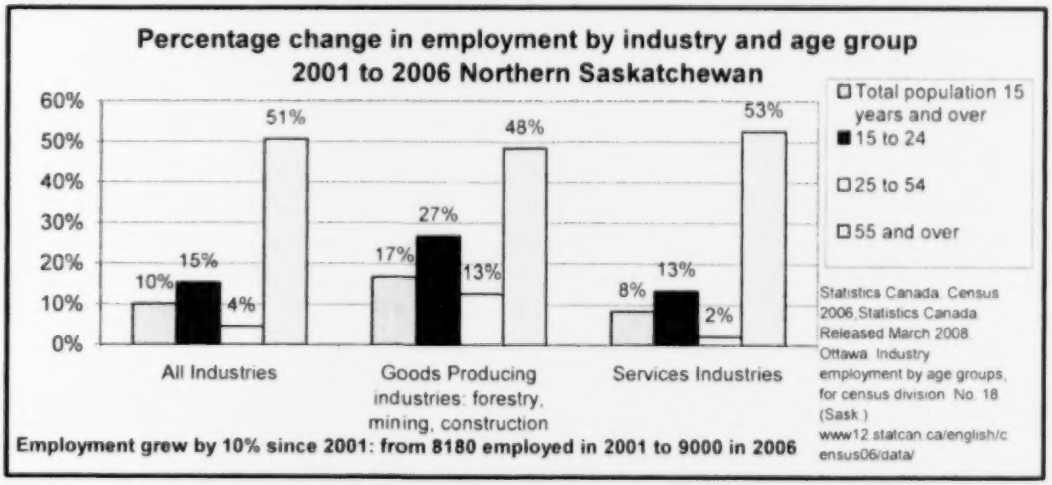
successes included low attendance and unscheduled school closures leading to curriculum not being completed and some students moving ahead on a "social pass." (From *The Challenges to Post-Secondary Education For the Residents of the Athabasca Basin, Saskatchewan* August 15, 2008)

- In the adult population, the region continues to have lower education levels than the province in general. 58% have less than a high school diploma compared to 30% for the province as a whole. 16% have a highest education level of Grade 12. And 26% have achieved post-secondary qualifications in college, university, or a trade compared to 43% in the province as a whole.

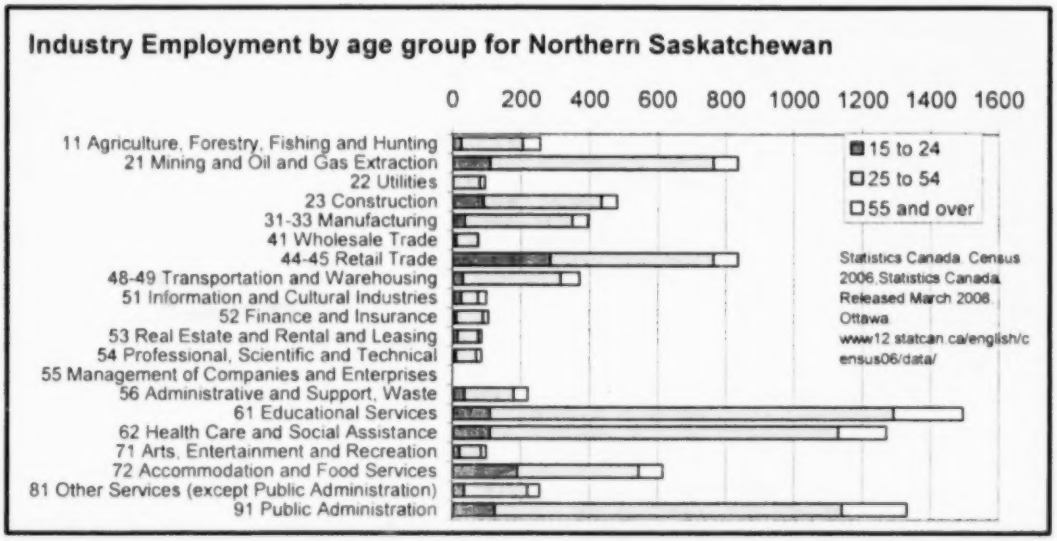

Highest Level of Completed Education - Northern Region
Universit y degree 6%
Postsec certificat e/diploma 20%
complete d high school 16%
Less than high school 58%
Saskatchewan
University degree 13%
Less than high school 30%
Postsec certificate /diploma 30%
complete d high school 27%

Source: Statistics Canada. Census 2006, Statistics Canada. Released March 2008. Ottawa. www12.statcan.ca/english/census06/data/

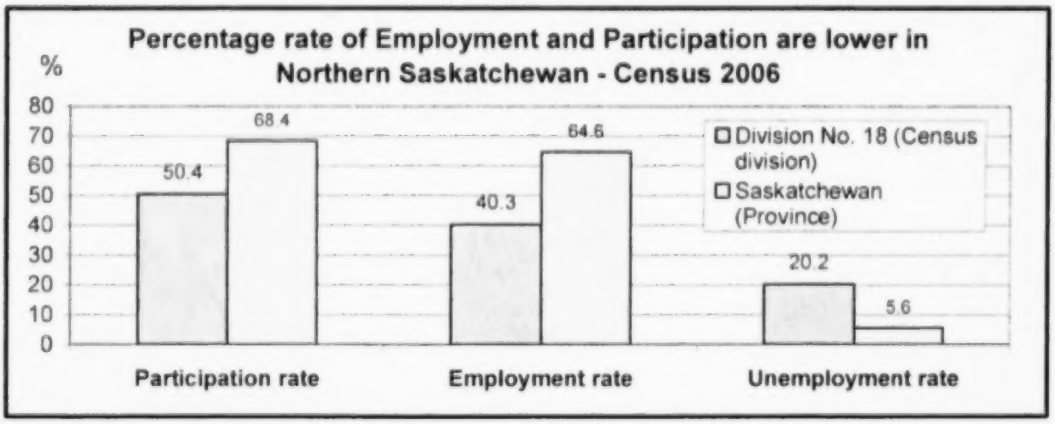
- The number of people employed grew by 10% between 2001 and 2006. The most growth in jobs was in goods producing industries which saw 17% more employment – mostly in mining and construction since forestry employment decreased. Workers aged 15 to 24 had the second highest increase in employment. Employment of workers over age 55 increased the most at 51%.



- Of the labour force who were employed at Census time, the majority were employed in education, health care and public administration (governments). The median age of those employed was 40, similar to the median age for Canadian as a whole. In northern Saskatchewan, the sector with the youngest workers was retail with a median age of 33 while public administration/governments had the oldest median age at 41. (From a 20% sample)


Industry Employment by age group for Northern Saskatchewan
0 200 400 600 800 1000 1200 1400 1600
11 Agriculture, Forestry, Fishing and Hunting
21 Mining and Oil and Gas Extraction
22 Utilities
23 Construction
31-33 Manufacturing
41 Wholesale Trade
44-45 Retail Trade
48-49 Transportation and Warehousing
51 Information and Cultural Industries
52 Finance and Insurance
53 Real Estate and Rental and Leasing
54 Professional, Scientific and Technical
55 Management of Companies and Enterprises
56 Administrative and Support, Waste
61 Educational Services
62 Health Care and Social Assistance
71 Arts, Entertainment and Recreation
72 Accommodation and Food Services
81 Other Services (except Public Administration)
91 Public Administration
15 to 24
25 to 54
55 and over
Statistics Canada. Census 2006.Statistics Canada. Released March 2008. Ottawa. www12.statcan.ca/english/census06/data/

- Participation in the labour force is low. Fully half of the people age 15 and over are not participating in the workforce despite the fact that the population has such a large proportion of young adults. The half who are participating in the labour force - working or looking for work - have an unemployment rate of 20% compared to 5.6% provincially.



- The population has grown faster than the number of people gaining employment. The number of people over age 15 in the north has grown by 2,200 people in the last five years, however, only 800 more people are working than 5 years ago. No gains have been made since 1991 in closing the gap to increase the proportion of adults in the workforce or reduce unemployment. There are often few opportunities for employment or work

experience in some communities – the usual stepping stones to career planning, skill development, and employment.

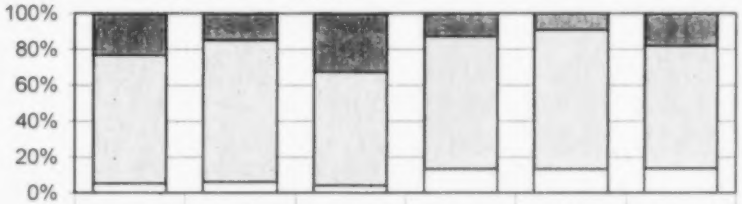
- People who have full-time jobs earn similar wages to people in the rest of the province. However, only 39% of workers have full time jobs compared to 52% provincially.

- The average incomes in the region are low – a result of fewer people working and fewer full time jobs. Consequently, 23% of all income in the northern region is from government supports – Employment Insurance, child benefits, and social assistance – compared to 12.8% provincially. Almost one-third of incomes received by northern females is from government supports compared to 18% for females provincially.

Income sources - male and female in northern Sask and Provincially

Statistics Canada. 2007. Division No. 18, Saskatchewan (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E (accessed June 6, 2008).

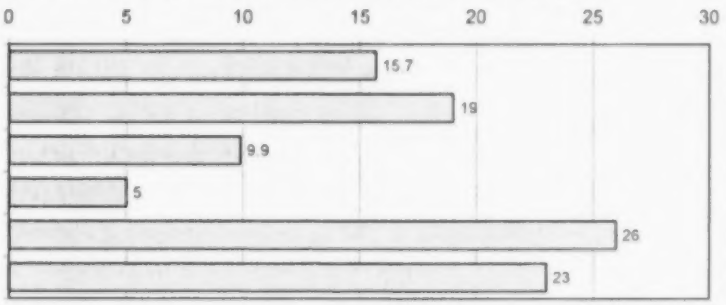
People in the northern region, particularly females, receive more of their income from government supports



	North	North-Male	North-Female	Sask	SK-Male	SK-Female
Government transfers -EI, CPP, child benefits, social assistance	23.1	15	32.6	12.8	9.1	18
Earnings - wages	71.7	79	63.1	73.9	77.8	68.5
Other money- scholarships, alimony, child support	5.2	6	4.2	13.3	13.2	13.5

- More families are single-parent families – 38% of families in the north are headed by a lone parent compared to 17% provincially. Single parents more often live on low incomes. In Saskatchewan, 26% of lone parents had incomes below the low income cutoff in 2005 compared to 5% for two-parent families, as shown in the chart below. In the north, 19% of children live below the low income cutoff. (Low income cutoff is defined as spending 20% more of your after-tax income on food, shelter and clothing than the average family of your size in your location).

Percentage of Individuals with incomes below the low income cut-off - for the North, Saskatchewan and Sask family types



Individuals in households after-tax income. Statistics Canada. 2007. Division No. 18, Saskatchewan (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E (accessed June 6, 2008).

- 15.7% of people in the northern region live in low income households compared to the provincial average of 10%. Children are more likely to live in low income households than adults – 19% of northern children under age 18 live in low income households.

- More married-couple households have children – 33% of married-couple households in the north have children compared to 26% provincially.

- Homes are more crowded in the region. According to Census 2006, 14% of homes in the northern region had more than one person per room compared to 1% of homes provincially.

- Fewer people own their homes - only one-third of dwellings are owned by the occupants compared to three-quarters provincially. Almost half (46%) of the homes were constructed within the past 20 years compared to only 19% provincially, however, more homes in the north needed major repairs – one in four homes needed major repairs compared to only one in ten homes provincially.

5 Key Regional Economic Sectors - training and employment opportunities

5.1 Mineral Sector – Mining and Exploration

Major trends facing Employers in the region – strong demand for resources expected to continue despite economic slow down

- Saskatchewan continues to benefit from unprecedented economic growth. In the northern region, that growth has been due to the rise in demand and the market prices of its mineral resources. In late 2008, a credit crisis began to lower the prices of those mineral resources. Simplified, the credit crisis began in the United States caused by lenders loaning too many mortgages to people with poor credit. Many people, unable to pay, returned the houses to the banks which led to financial problems for banks. Banks, in trying to avoid more risky loans, are being more cautious in lending to individuals and businesses, which can in turn lead to businesses laying off workers, a slowdown in consumer spending, and unwillingness by investors to invest in the stock market including mineral exploration companies. However, even with the drop in the market prices of mineral resources, prices are still higher than 6 years ago and the demand should continue worldwide for uranium for fuel and gold for a safe investment option. Also, the drop in the value of the Canadian dollar should keep sales high because our products are less expensive in American dollars. (*Facts & Figures 2008, A Report on the State of the Canadian Mining Industry*)

- Experts expect the mineral boom and high mineral prices to continue because of the combination of a boom in China's manufacturing industry and the shortage of new mining projects worldwide. China is now the world's largest consumer of all major

metals, importing over $100 billion in metals annually. Its demand for more metals is expected to grow as its manufacturing output continues to expand and as more of its own population can afford cars and jewellery and other goods.

- The demand for uranium is expected to accelerate dramatically over the next 20 years with the increasing demand for electricity from a growing world population. Worldwide, about 440 reactors are in operation with an additional 96 new reactors under construction or planned for completion within the next 10 years.

- Canada has seven nuclear power plants consisting of 18 operating reactors (plus 4 being refurbished or in storage) at five sites in Canada. Three new nuclear power plants consisting of up to 9 new reactors are being proposed for Canada – two in Ontario and one in Peace River, Alberta. The proposals are already in various stages of the review process undertaken by Canadian Nuclear Safety Commission.

- Nuclear power generation would be feasible in Saskatchewan with a plant located in an area between Prince Albert and Lloydminster. A feasibility report by Bruce Power in November 2008 has these points as a rationale: the province will require more energy by 2020; a 1000MV nuclear facility could fill the need; excess could be sold to northeast Alberta; it would not emit greenhouse gases which the current coal generators do.

- Canada's uranium provides half of the global supply of medical isotopes that are used in 18 million medical procedures each year, providing diagnostic information and treatment of cancers.

Major Opportunities for Local Employers – plans continue for exploration and expansion

- Saskatchewan has significant mineral resources of gold, uranium, copper, zinc, silver, diamonds and rare earth elements, mostly located in the northern half of the province. Northern Saskatchewan is the world's largest uranium producer, producing 25% of global uranium and has the world's largest and second largest uranium mines – McArthur and Cigar Lake. The Athabasca Basin contains the highest-grade known uranium deposits in the world.

- Currently, four mines are in production in northern Saskatchewan - McArthur/Key Lake, Rabbit Lake, and McClean Lake uranium mines and Seabee gold mine – and a fifth mine, Cigar Lake uranium mine, is in the midst of the construction. Although the operations had planned to increase production, most of the projects are slowing down their expansion plans to wait out the economic down turn.

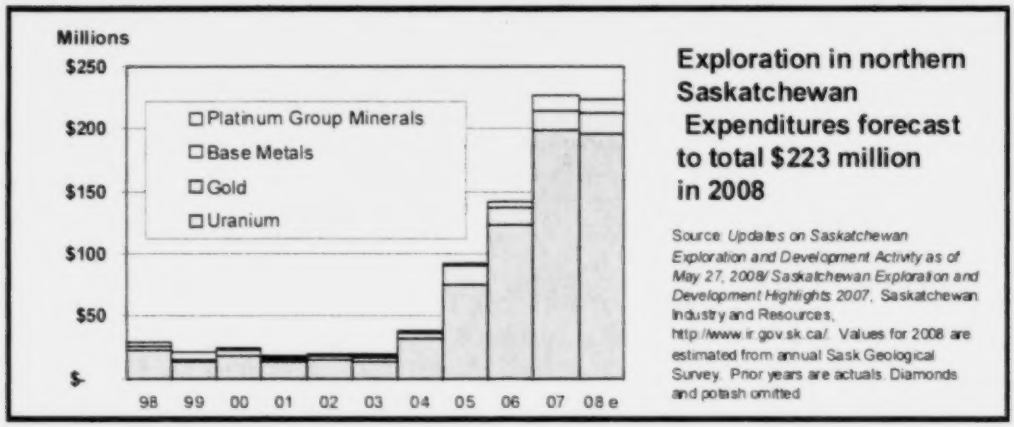
  - ◊ Cameco announced in December 2008 that it would lay off 50 salaried employees as it scales back its growth plan. Cameco had started an aggressive growth and capital spending plan for 2009, but now will pace its projects more slowly.
  - ◊ Cigar Lake is the world's second largest high-grade uranium deposit. In August, another water inflow into the No 1 shaft at Cigar Lake suspended de-watering operations underway from the 2006 flooding. Cameco is in the process of

identifying the source of the inflow and its implications for planned remediation work and the impact, if any, on the planned production date. Production startup date is 2011 at the earliest with Phase 1 mine life estimated at 15 years and Phase 2 mine life at about 20 years. Employment is expected to be 500 during construction and 250 when fully operational. This underground operation will require underground miners, equipment operators, truck drivers, mechanics, geological and radiation technicians, and professionals such as engineers and geologists. Cigar Lake ore slurry will be trucked to AREVA's McClean Lake operation for processing with about 50% going on to Rabbit Lake for final processing and packaging, subject to regulatory approvals.

- ◊ Rabbit Lake mine has been in production since 1975 and is the longest running mine. A new underground mine zone is being developed which will provide mill feed during the delay until Cigar is in production in about 2011. The mill will process about 57% of Cigar ore, extending site employment for at least 15 years. The mill could also act as a central milling facility for other mines in the future. As a result, Cameco is starting to renew facilities at the aging Rabbit Lake mill and has started the expansion of the tailings facility. The site employs 275 Cameco employees and 330 long-term contract employees.
- ◊ The McArthur River/Key Lake operation employs about 1,000 workers. Key Lake, mined out 1997, continues to operate as the milling facility for the underground McArthur River deposit which has reserves sufficient to sustain the current level of production for 19 years. Cameco is planning a major renewal of the Key Lake mill from 2009 to 2013 to upgrade process circuits to new technology and increase tailings capacity. The plan is that the Key Lake mill will become a regional milling facility for continued processing of McArthur River ore as well as other future mines in the area. Cameco is seeking amendments to existing Key Lake and McArthur River licenses to authorize the increase of production at the sites.
- ◊ AREVA expanded the McClean Lake mill in 2007 and regulators have approved an increase in the annual production capacity to 12 million pounds of U3O8 a year to handle ore slurry from Cigar Lake mine in 2011. McClean Lake will fill the Cigar Lake delay with ore from a number of deposits. Caribou, undergoing environmental assessments, could be mined in 2009. Open pit workers would move from Sue B to Caribou and then possible to Midwest – Midwest, slated for construction in 2009, is currently on hold. AREVA anticipates filling the time gap between Sue B and Caribou by having crews haul ore and do onsite reclamation. When Midwest does proceed to construction, about 80 additional workers will be needed, particularly heavy equipment operators.
- ◊ Claude Resources' Seabee gold mine north of Stanley Mission has been in production since 1991. In the last couple of years, Seabee doubled its mill capacity to accommodate ore from new satellite ore bodies and upgraded its trucking and equipment stock. Santoy 7 is being mined during 2008. Claude is completing environmental studies in preparation for mining of the Santoy 8 and 8E deposits in 2009. It is also doing underground development and sampling at the Porky West deposit. Claude employs over 100 workers as underground miners, service personnel, catering staff, and labourers.
- ◊ Hudbay Minerals produces copper and zinc from ore mined at two mines by Flin Flon. Although no ore is coming from the company's northern Saskatchewan properties now, about 300 people from Creighton and Denare Beach are employed

at the processing facilities in Flin Flon. The company plans to announce a date for the closure of its aging copper smelter at Flin Flon, a move that has been planned since 2004 because of high emissions, low production levels, and the expected closure of Trout Lake mine in the next few years. The smelter employs between 200 and 300 people, about 22% of HudBay's Flin Flon workforce. As well, HudBay will suspend operations at its Chisel North mine and concentrator in Snow Lake in early 2009 because of low zinc prices and the economic slowdown.

- Exploration for new mines was at an all time high in 2008, spurred by the high stock market prices for minerals, the concern about looming supply shortages of uranium for power generation, and investment in gold as a hedge against recession in the economy. The graph tracks the trends in the industry, based on the *Updates on Saskatchewan Exploration and Development Activity as of May 27, 2008*. The report estimates that $223M was spent in 2008 on exploring for gold, uranium, base metals, and platinum group metals, most of which are in northern Saskatchewan. In addition, $96M was projected to be spent on diamond exploration, mostly around Prince Albert, and $41M on potash, mostly south of Saskatoon.



Exploration in northern Saskatchewan Expenditures forecast to total $223 million in 2008

Source: *Updates on Saskatchewan Exploration and Development Activity as of May 27, 2008/ Saskatchewan Exploration and Development Highlights 2007*, Saskatchewan Industry and Resources, http://www.ir.gov.sk.ca/. Values for 2008 are estimated from annual Sask Geological Survey. Prior years are actuals. Diamonds and potash omitted.

- The stock market roller coaster of late 2008-09 could affect exploration and mine developments in 2009 and slow the mineral boom by reducing availability of financing from stock investors and lenders. Already by early 2009, four base metals mines across Canada, including HudBay, had suspended operations because of plunging metal prices. At Saskatchewan's potash mines, Mosaic issued temporary layoff notices in early 2009 to about 1,000 workers at its two mines near Colonsay and Esterhazy. Uranium differs somewhat since it is a necessity for many countries to fuel their power generators. As well, large uranium companies like AREVA, Cameco, UEX, and Dennison are better able to ride out stock market fluctuations than many smaller junior companies.

- Over 50 companies were exploring for uranium in the Athabasca Basin, gold in the La Ronge and Uranium City areas, and diamonds in the Prince Albert area. Base metals exploration is focused mostly in the Creighton and Brabant Lake areas.

- Exploration ranges from grassroots exploration, to advanced exploration determining mining feasibility, to mine-area exploration extending existing operations.

- Some of the furthest along exploration projects include the following list, all of which could be delayed because of lack of availability of financing in 2009.

  ◊ Partners Cameco, AREVA, and Japan-Canada Uranium have begun the regulatory process to bring the Millennium project near Key Lake to production. Environmental baseline and assessment studies have begun, and metallurgical testing, underground design, and surface facility design is underway. The project feasibility study is expected to be completed in 2008. If approved, a road would be constructed in 2011, construction of the shaft would begin in 2012 and underground developments in 2014. Production would commence in 2017 with ore trucked to the Key Lake mill. Construction is expected to generate 350 jobs with 270 production jobs over the 6 to 7 year life of the mine.

  ◊ AREVA's Shea Creek consists of several uranium deposits near the decommissioned Cluff Lake mine. Depending on regulatory approvals, AREVA plans to start construction of an underground exploration shaft and test mining facilities in 2010. It would be completed in 2013 and cost about $100M. Once the shaft is built, it will take another three to four years to complete underground exploration. Transition to mining could begin after about 2017 if the resource is viable and regulatory approvals are granted.

  ◊ Great Western Minerals Group is considering developing a rare earth elements (REEs) mine and mill at Hoidas Lake, 50 km northeast of Uranium City. It would have a 15 to 20 year mine life and construction could begin in 2009. The company is reviewing results of the 2008 summer drilling program, results of metallurgical testing, and a Transportation Study of the most effective route to transport materials to and from Hoidas Lake. The company is aggressively completing process design, engineering and environmental work in order to complete a feasibility study and has initiated informational community meetings. On the marketing side, the company purchased specialty metal production and processing facilities in the United States that are capable of producing material for use in the hybrid vehicle market. These facilities will help establish manufacturing and marketing alliances

in the specialty metals area before the Hoidas Lake project goes into its processing phase.

- ◊ In mid-2008, GLR Resources was granted approval to proceed with development of its Goldfields project south of Uranium City. It applied for construction licenses and continues to work on a $45M bank financing package for the project. If financing is in place, production could commence in mid-2009. The Box deposit would be mined by open pit methods using mid-size earth-moving equipment. It has a projected life of 7 years plus 3 years at the nearby Athona deposit. It has an office/camp building in Uranium City, and mining and milling equipment has been ordered for 2009. At production, about 80 people would be employed.
- ◊ In October 2008, Golden Band Resources Inc submitted its Environmental Impact Statement (EIS) for its central Jolu mill and three satellite mines west of Brabant. Pending approvals, gold production from the open pit Komis and EP and underground Bingo mines could commence in late 2009 for at least 4 years. The company completed a pre-feasibility study and is undertaking $3M exploration program to increase the resource base. The plan is to have about 50 workers at the Jolu mill site. The 3 satellite mines would employ an additional 50 workers who would be housed at Brabant, Misinippe, or Grandmother's Bay. Much of the infrastructure already exists and just requires upgrades, including mill, roads, and tailings facilities. The company has an agreement in place with the Lac La Ronge Indian band to make available employment and service contracts for mining, catering, transportation, and construction. The company has a number of other deposits in its land package that could extend the mine life.
- ◊ For details on other exploration projects look at the quarterly *Opportunity North* magazines and the annual *Saskatchewan Exploration and Development Highlights* report.

- There are other mines beyond northern Saskatchewan that provide a one-week or two-week work shifts and could offer employment opportunities to northern residents.
  - ◊ Canada has four diamond mines in operation. Diavek, Ekati, and Snap Lake mines in the Northwest Territories and Victor mine in Ontario. All have commitments to work with local northern and Aboriginal people to promote jobs and businesses. As well, many people from across Canada commute to the sites for shift work.
  - ◊ Shore Gold's Star Diamond Project near Prince Albert has moved from underground bulk sampling and drilling into the Environmental Impact Assessment process. If deemed feasible and approved by regulators, a diamond mine could be in production in 2011, employing 500 to 600 workers. Shore has started designing the processing plant. In 2007, Shore Gold's total expenditures for goods and services were $73M with a large percentage going to local and Aboriginal-owned businesses. About 300 workers are on site.
  - ◊ Potential spin-off jobs from a diamond mine in Saskatchewan could include security workers, bus drivers, diamond cutting, design of jewelry, diamond tourism, diamond sorters, as well as construction workers. Prince Albert Regional Economic Development Authority has produced an *Opportunity and Impact Assessment* of the potential diamond mines in the region.
  - ◊ In 2009, five of the 36 abandoned satellite mine sites in the Athabasca basin will be cleaned up – old shafts, raises and adits plugged or backfilled and old equipment

and materials removed. The Saskatchewan Research Council, on behalf of the Governments of Canada and Saskatchewan, is leading the clean up of the area and has submitted a proposal to rehabilitate the former Gunnar mine site and will submit another for Larado mine (both closed over 40 years ago). The proposed projects would include demolition of existing buildings, rehabilitation of disposed materials and waste rock, and monitoring. Over the next few years, contracts will be available for local contractors to undertake earth moving and other contracts.

- Mining is a catalyst for local economic development and skills development.
  - ◊ Mine operations employ about 2,000 workers directly, about 1,200 contract workers at the sites, and another 300 in transportation. About 47% are Residents of Northern Saskatchewan with most being of Aboriginal heritage. HudBay Minerals across the border at Flin Flon employ an additional 280 northern Saskatchewan residents. Companies' head offices in Saskatoon employ about 1,000 direct employees.
  - ◊ Each year, northern Saskatchewan mining operations pay nearly $50 million in salaries and wages to northern Saskatchewan employees and more than $200 million to local businesses and joint ventures. Since 1991, businesses and Residents of Northern Saskatchewan earned $2.3 billion in goods, services, and payroll from northern mine sites - 38% of the total $6.1 billion spent. The mining industry has helped develop northern Saskatchewan businesses by breaking contracts into smaller achievable units and giving preferential tendering to northern businesses.
  - ◊ Jobs include **heavy equipment operators, process operators, miners, technicians, trades people, and engineers.** In addition, **construction** of new mines create several hundred shorter-term trades jobs
  - ◊ Mineral exploration creates employment for:
    - o **claim stakers, line cutters, diamond drillers and drill helpers, camp cooks, geophysical surveyors, prospectors, and geologists.**
    - o **provincial government geologists, environmental monitoring specialists, and mine safety regulators.**
    - o **air and truck transportation companies, fuel suppliers, motels, restaurants, and grocery stores**

Major Challenges facing employers – Skill and labour shortages

- Across Canada, the mining sector will need about 92,000 new workers over the next decade. This projection by MiHR (Mining Industry Human Resources Council – the national human resources sector council for Canada's mining industry) has increased by more than 13% over the estimate from 2005. The human resources challenges facing the mining sector across Canada are significant:
  - ◊ a sizeable gap between the supply of workers and industry's needs;
  - ◊ insufficient number of graduates in engineering, metallurgy, and mine-related professions to meet the demand;
  - ◊ major recruitment and retention challenges;
  - ◊ lack of skills recognition;

- ◊ labour mobility; and
- ◊ increased competition for top talent from other sectors and countries.

- MiHR has launched a strategy with four main initiatives to address the pending labour shortage: launching a mine career marketing campaign; forecasting labour market requirements by region and occupation; developing a Canadian credentials program; and creating a labour force transition strategy from forestry to mining. (www.acareerinmining.ca)

- In northern Saskatchewan, the mining sector faces additional recruitment challenges. A review of the Multi-Party Training Plan Phase III for the Mineral Sector identified a main barrier to increasing the participation of northern residents employed at mines - northern grade 12 graduates often lack the academic proficiencies to qualify for training programs or jobs. The local labour pool often lacks basic education prerequisites or skills to fill professional and trades jobs at the mines. Another challenge, based on anecdotal information, is that existing mining employees often are not interested in advancing to management careers.

Training and Employment Partnerships and Initiatives

- The **Multi-Party Training Plan (MPTP)** was established in 1993 as a result of the mining industry, governments, Aboriginal organizations, and training delivery agencies coming together to form at that time a very visionary approach to training in the mineral sector. The third 5-year agreement ended in 2008 but was extended until June 30, 2009, while partners plan a fourth agreement that would begin July 1, 2009.
  - ◊ Development of MPTP Phase IV would address the findings made in a review of MPTP III, including: addressing the lack of academic proficiencies in northern school graduates in literacy, science, mathematics and problem solving; and undertaking efforts to increase northern participation in technical, trades and professional positions.
    - o Since 1993, MPTP funded over 2,900 training seats and 1,860 workplace education seats with a completion rate of 84%. 79% of enrolments have been people of Aboriginal heritage. By the end of the third phase in 2008, partners in the MPTP invested over $48 million in preparing northerners for skilled jobs in northern Saskatchewan through programs costs, work placements, apprenticeships, training allowances, summer jobs, and education and business promotions.
  - ◊ The College has its own diamond drill rig which can move from region to region for training delivery. Northlands College also purchased a simulator that can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators.
  - ◊ The partners have planned training for 2009-10 in conjunction with Northern Career Quest in the following areas:
    - o mine engineering technologist, chemical laboratory technician, radiation monitoring technician, underground mining
    - o Academic upgrading – to prepare northern residents and mine employees for skill training and advancement.

- Professional careers - MPTP funds a university scholarship of $10,000.

- **Northern Career Quest Partnership** is a 4-year multi-party training and employment initiative for the mining and oil and gas industries that will operate until 2011. Its goal is to link 1,500 Aboriginal people to career counseling, training, and employment, and 750 people to full-time permanent jobs. The Quest office with 5 staff is located in La Ronge. The partnership is funded by the federal Aboriginal Skills and Employment Partnership (ASEP) with commitments by the provincial government and companies in Saskatchewan and Alberta. Northern Career Quest develops a training plan in consultation with industry and harmonizes its training with the Multi-Party Training Plan for the Mineral Sector and other initiatives.
  - Five training institutes are delivering the programs - Northlands College, Northwest Regional College, Cumberland Regional College, Saskatchewan Indian Institute of Technologies, and Dumont Technical Institute. Credenda on-line high school is delivering adult basic education in the Athabasca region. In 2009-2010, Quest plans to deliver chemical laboratory technician, radiation technician, mine engineering technologist, underground mine training, women in trades, and several employment training projects that will be determined by proposals.
  - The Province provided funds for training allowances that Quest directly administers. As the administrator of those funds, Quest was able to incorporate its own criteria to enable flexibility to meet Quest goals: Quest can fund on-reserve clients and those right out of high school. Training allowances are based on attendance and paid at the end of the month.

- The northern mines have implemented a **variety of creative strategies to attract people to the sector** ranging from stronger relationships with educational institutes to flexible workplace conditions. Some examples include:
  - **Career awareness in schools** to promote professional, technical, and trades careers in mining to northern students including site tours for students, teachers, and community members; presentations to students and teachers; school achievement awards; and summer science camps.
  - **Post-secondary student assistance** such as work placements for students; student summer jobs; $100,000 each year in post-secondary scholarships; and employment for northern graduates of training.
  - **Preferential hiring clauses** for northern and Aboriginal workers, free air transportation from many northern Saskatchewan communities, the week in/week out shift schedule, and multi-party training ventures.
  - Long-term **apprenticeship** training initiatives. Cameco and AREVA have increased the number of apprentices to address a shortage of skilled tradespersons and looming retirements within their workforces.
  - Because professionals like engineers are tough positions to fill, Cameco has introduced a program to **build talent from within the company.** Cameco will support current employees in training for professional careers by providing tuition costs, providing an income during university, and a job during summer breaks and after graduation. The company also offers an engineer-in-training program for new engineer graduates.

◊ AREVA recently began two initiatives for young people in northern Saskatchewan communities that introduce participants to mine job opportunities and **bridge them to employment.**

- A 16-week pre-employment Bridging Program gives young people who may not have the necessary skills a "bridge" into the workforce. It is offered at the mine site every January and September with five students in each session. Participants attend classes to improve their math, reading and writing skills, shadow mill employees and attend presentations.
- The Faces of the Future Project helps young people experience the workplace and possibly enter the Bridging Program to upgrade their skills. Participants spend a week at the mine site going to class and job shadowing. A local community outreach worker follows up with participants after their week at McClean Lake and helps those interested in pursuing a career in mining identify what they need to do to be successful.

Mineral Sector Labour Market Overview	
Major Trends	The mineral exploration boom in the region is slowing and some mine companies are delaying new mine developments. Funding for exploration and development is increasingly difficult to raise both from banks and from the stock market and these economic conditions are expected to continue through 2009.
Challenges – specific skills gaps	◊ The Review of MPTPIII identified the lack of high school education and math and science prerequisites as skill gaps that exclude residents from transition to entry-level employment or post-secondary training ◊ Professionals such as engineers and environmental scientists ◊ Trades
Addressing the Challenges - partnerships	◊ A fourth 5-year MPTP is anticipated to commence July 2009. It will address challenges of lack of basic education and lack of a professional labour pool ◊ Northern Career Quest will operate until 2011 to assist Aboriginal people to training and jobs in the resource sector. MPTP and Quest plan to deliver chemical laboratory technician, radiation technician, mine engineering technologist, underground mine training. Quest plans to deliver women in trades and several employment training projects.
Opportunities: Projected employment opportunities and skill shortage areas (*Mining Labour Market Transition Project Final Report*, 2007)	
Engineers – electrical, structural, mechanical, mining	Scientists – geologists and metallurgists
Construction trades – particularly industrial mechanics, electricians, and welders	Managers and supervisors - such as human resource specialists, underground mining management, maintenance management, and construction management.
Technicians – instrumentation technicians, radiation, lab, mine and metal technicians	General miners – surface and underground drillers and miners
Heavy machine operators	
Websites and contacts for more information	
Explore for More – a career in mining at **http://www.acareerinmining.ca** from the Mining Industry Human Resources Council (MiHR).	**InfoMine** websites at **http://www.infomine.com** provide information on worldwide mining and mineral exploration
Northlands College administers the **Multi-Party Training Plan** courses for the industry. Call 425-4353	**Northern Career Quest Partnership** administers training programs for Aboriginal clients. Call 425-4703
http://www.saskjobs.ca/ SaskJobs provides many resources to assist people looking for a job – resume ideas, posting a resume online, searching the job openings, marketing their skills and abilities to prospective employers.	

5.2 Oil and Gas Sector

Major trends facing Employers – drilling expected to continue despite oil price decline

- Saskatchewan is the second largest oil producer in Canada and the third largest producer of natural gas. (The Canadian Association of Petroleum Producers -CAPP)
  - ◊ Saskatchewan's oil production has more than doubled in the last 20 years.
  - ◊ Companies in Saskatchewan spent about $3.1 billion on exploration and development in 2007 and $1.8 billion in royalties and fees to the province.
  - ◊ The industry supports 26,000 direct and indirect jobs in the province.

- Northern Saskatchewan does not have oil or gas production in the region, however, northern residents are employed just across the border in Alberta's oil sands patch and in new oil sands exploration projects in northwest Saskatchewan.

- Alberta is the largest producer of oil and gas, producing 70% of Canada's crude oil and 80% of its gas. Most of Alberta's oil production – 62% - now comes from oil sands. About 80% of the oil sands around Fort McMurray are too deep in the ground to be open-pit mined so in-situ processes are used to soften and dilute the bitumen so it can be pumped to the surface.

- Canadian petroleum production, particularly from the oil sands, has grown dramatically in recent years. Between 2008 and 2012, $126 billion in construction capital is forecast to be spent on oil sands projects, as reported in a survey of its members by Oil Sands Developers Group (previously the Athabasca Regional Issues Working Group) in August 2008. This is double the $63 billion spent in the 11 years ending in 2007.

- Even with the recent downturn in oil prices, experts predict that this trend will continue for many decades driven by growing world populations and industries requiring increased energy.

Major Opportunities for Employers and Local Workers - Oil sands developments expected to grow but more slowly

- Just across the border in Alberta, the Fort McMurray area (the Regional Municipality of Wood Buffalo) has the following oil sands projects:
  - ◊ 3 open pit mines in operation (Albian Sands, Suncor, and Syncrude.)
  - ◊ 9 in-situ projects in production (McKay River, Dover, Foster Creek, Firebag, and 5 pilot projects)
  - ◊ 2 new operations starting production in late 2008 (Phase 1 of Horizon open pit mine and Long Lake in-situ operation)
  - ◊ 6 projects under construction (Surmont, Christina Lake, Joslyn, Jackfish, Syncrude, and Suncor upgrader expansion).

- ◊ 11 proposed projects including 6 surface mines and 5 in-situ projects.

- Rising costs and uncertainty about financial markets in late 2008 have slowed but not stopped the growth in oil sands developments. Several companies announced that they will delay projects because of the economic climate and rising construction costs although ongoing projects could benefit from the delays by an easing of labour shortages. Despite the following deferred projects, capital expenditures will still be in the billions of dollars in 2009:
  - ◊ In late October, the $6 billion Long Lake project started ramping up with full production expected in 2010, however, the owners, Nexen and OPTI, have delayed until next year a decision on twinning the project
  - ◊ Petro-Canada's Fort Hills oil sands project is already 50% over budget. The mining portion of Fort Hills has to start producing bitumen by the end of 2011 before the lease expires, however, the company is considering deferring or cancelling a planned upgrader in Edmonton. In late 2008, the company cancelled a contract for construction of a 2,000 person camp facility for the mine site.
  - ◊ Suncor cut its 2009 budget by a third (from $9 billion down to $6 billion) and has extended completion of its $20.6-billion Voyageur expansion by a year.
  - ◊ Shell Canada announced it will complete construction of its $12.8 billion expansion at the Athabasca Oil Sands mining project (which ramps up to production in 2010/2011) before deciding to proceed on the next phase.
  - ◊ The Horizon project began production ramp-up in late 2008. Canadian Natural Resources plans to defer a planned expansion until oil prices stabilize and will significantly reduce its capital expenditures in 2009.
  - ◊ Exxon is continuing to plan for its $8 billion Kearl Lake mining project and will make a final decision in 2009 on when to proceed. The company expects to benefit from other companies deferring their projects – the shortage of skilled labour will be eased which means lower costs to the company.

- Saskatchewan's first major oil sands exploration project is underway at Axe Lake, about 50 km east of Suncor's in-situ Firebag mine in Alberta. Oilsands Quest will scale back its work on the site and delay some activities in reaction to the global financial situation. During the next 18 months to early 2010, the company's priorities are to define further the resource size and quality at Axe Lake and three other deposits, conduct field tests using electric heat at Test Site 3, construct surface facilities at Test Site 1, and continue laboratory studies required to optimize implementation at field test sites in the future. The company delayed the startup of testing recovery processes at test site #2 and vertical well testing at site #1 until the end of 2009 and deferred the advancement of the engineering work associated with a commercial development. Last year, employment peaked at 400 workers, the majority employed with contractors. The company contributed $1 million towards Saskatchewan Research Council's construction of a new oil sands research laboratory and 3-D test model. Oilsands Quest will use the new model to evaluate the recovery and production methods for its Axe Lake deposit. The date of 2012 that the company estimated for potential production has been pushed back to at least 2013, if approved by regulators and the Oilsands Quest board. Axe Lake development could be small or large scale developments, depending on the recovery process used and the availability of capital, labour, and equipment. Because the production would come from in-situ, not open-pit mining, the workforce

and the land disruption would be smaller than the open-pit mines in Alberta. In the short time the company has been working in the area, it has contracted drilling operations, seismic operations, bush clearing, road construction and maintenance, camp services and other activities, and established a scholarship program for students in the region.

Major Challenges facing Employers – Skill and labour shortages

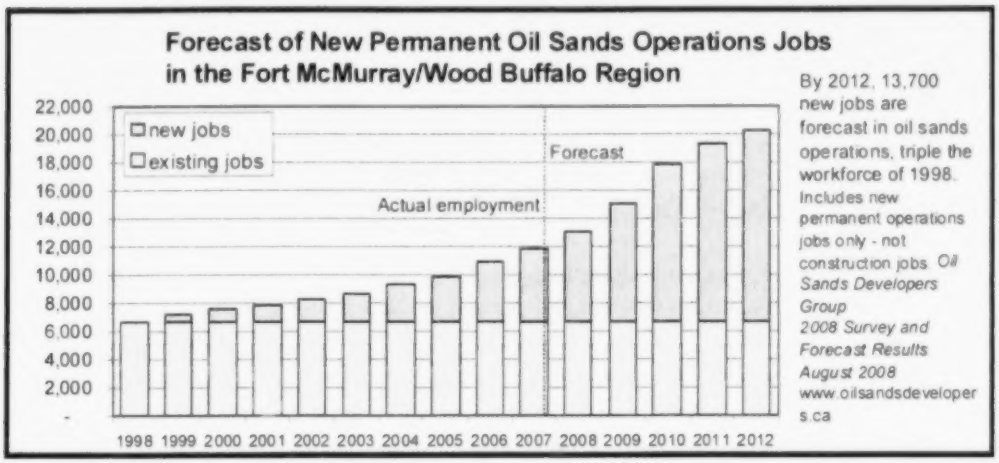
- The Bakken formation near Weyburn/Estevan, considered one of the largest and sought-after light oil plays in North America, is expected to keep drilling activity high in Saskatchewan. After the highest number of land sales ever in 2008 for oil exploration rights, companies will be increasing exploration and production budgets in 2009 to get a return on their investments in the land.

- Although the stock market volatility and low market prices for oil and gas could trigger a slowdown later in 2009, the oil patch is expected to weather the storm, predicts the Petroleum Services Association of Canada. The Association predicts drilling in Saskatchewan will grow by 9% in 2009 while activity in Alberta is expected to decline by 11%. The lower forecast for Alberta is due in large part to new royalty fees to the government taking effect in 2009, which make drilling more attractive in Saskatchewan by comparison. Despite the decline in the number of wells drilled in Alberta, however, drilling activity is still high - double the 4,725 wells expected to be drilled in Saskatchewan. Layoffs at the rigs in Alberta could ease the labour shortages for Saskatchewan - drill rig workers who generally commute to Alberta may be able to find employment in Saskatchewan's booming oil patch. Pay for rig workers ranges from $25 to $40/hour plus camp pay, travel, and other extras.

- Occupations with shortages include: **drill rig operators and helpers, heavy duty mechanics, welders, machinists, chemical technicians, geological technicians, process operators, and heavy equipment operators** (The Saskatchewan Upstream Oil & Gas Workforce Development Report, 2007). **Management and engineer personnel** are in demand as more experienced workers retire and fewer new engineers seek jobs in the industry.

- Employment at oil sands mines and in-situ projects in Alberta is continuing to grow although at a slower pace. Several studies were completed in the past year to look at oil sands workforce skill needs, but since the economic slowdown in 2008-09, the timelines for these employment figures may be pushed back.

    ◊ A survey in August 2008 by Oil Sands Developers Group (previously the Athabasca Regional Issues Working Group) forecasts that by 2012, there will be more than 20,000 permanent operation jobs with its 27 member companies, compared to just fewer than 14,000 in 2008. (This does not include the thousands of construction workers needed for new and expanded oil sands projects.) The increase in the number of in-situ and steam-assisted gravity drainage (SAGD) operations means more conventional drilling and well services jobs.


Forecast of New Permanent Oil Sands Operations Jobs in the Fort McMurray/Wood Buffalo Region
22,000
20,000
18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
-
new jobs
existing jobs
Forecast
Actual employment
1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012
By 2012, 13,700 new jobs are forecast in oil sands operations, triple the workforce of 1998. Includes new permanent operations jobs only - not construction jobs. Oil Sands Developers Group 2008 Survey and Forecast Results August 2008 www.oilsandsdevelopers.ca

- ◊ *Labour Market News Fort McMurray-Wood Buffalo* reported in October 2008 that from 2006 to 2020, as more of the new oil sands projects start production, the oil sands industry will require about 15,000 new employees for operations and maintenance (from the Government of Alberta in its Report on Phase 2 of the Oil Sands Labour Resource Study). About one-third – 5,000 – of the jobs will be for **facility/process operators and power engineers**. Some of the increased demand will be to replace retiring workers at mines that have been in operation for 30 years such as Suncore and Syncrude.
- ◊ A survey of employers around the Fort McMurray area in August 2008 found that the oil and gas sector had the most difficulty recruiting **health and safety personnel, technicians, heavy duty mechanics, and drivers**. The employers reported no difficulties in finding labourers. (*Wood Buffalo Labour Market Information Worker Needs and Shortages Analysis*)

- The oil and gas sector offers workers opportunities for on-the-job training, rapid career advancement, and competitive wages. There are jobs for people at every skill level and at every education level. The Careers in Oil and Gas website gives information on the oil and gas industry, types of jobs, links to jobs, and tips on interviews and resumes. The website, www.careersinoilandgas.com provided by Petroleum Human Resource Council, advises that every company has its own requirements but basic qualifications and skills needed usually include:
  - ◊ High school education,
  - ◊ Class 3 or Class 1 driver's license (in addition to Class 5)
  - ◊ The Essential Skills: reading, writing, communication, problems solving, organizational skills, computer literacy, math and science skills, and mechanical aptitude, and
  - ◊ Physical fitness, positive attitude, teamwork, and a good work ethic.

- **Math and science courses and computer skills** are especially valuable because much of the equipment used in the field requires workers to use instrumentation, computers, and chemicals.

- According to Wood Buffalo Labour Market Information website for Fort McMurray area (http://www.woodbuffalo.net/):
  - ◊ The majority of oil sands projects in the Wood Buffalo area around Fort McMurray want **skilled workers with education, training, and experience in trades, engineering, technical, management, administration, power engineering, and heavy equipment operation.** In-situ operations require engineers and contract drill rig workers.
  - ◊ People without training or experience can find **entry-level or labourer jobs** with contractors like drilling companies, drill service companies, construction companies, or at camps as kitchen and cleaning staff.
  - ◊ **Trades workers and construction labourers** are needed at construction sites of the new oil sands projects.

Training and Employment Partnerships and Initiatives

- **Northern Career Quest Partnership** is a 4-year multi-party training and employment initiative for the mining and oil and gas industries that will operate until 2011. Its goal is to link 1,500 Aboriginal people to career counseling, training, and employment, and 750 to full-time permanent jobs. The Quest office with five staff is located in La Ronge. Northern Career Quest develops a training plan in consultation with industry and harmonizes its training with the Multi-Party Training Plan for the Mineral Sector and other initiatives. Quest directly administers a training allowance for eligible clients. In 2009-2010, Quest plans to deliver chemical laboratory technician, radiation technician, mine engineering technologist, underground mine training, women in trades, and several employment training projects that will be determined by proposals. Quest works with five training institutes to deliver programs - Northlands College, Northwest Regional College, Cumberland Regional College, Saskatchewan Indian Institute of Technologies, and Dumont Technical Institute.

- The Meadow Lake Tribal Council's **Oil and Gas Secretariat,** with funding through 2009, focuses on establishing a regional presence in the oil and gas industry, developing oil and gas training programs, and helping First Nations profit from business opportunities. The Oil and Gas Secretariat helps residents find employment in the oil and gas sector in Alberta and Saskatchewan. The Secretariat will work with Job Horizons II and Northern Career Quest projects to enhance employment links for clients. Call 236-5654.

- **Job Horizons II,** a two-year project to September 2009, has a goal of linking workers from across the north to employment opportunities in oil as well as gas and mining in both Alberta and Saskatchewan. The project employs four job placement staff. The project assists its clients by paying for the initial travel costs to the workplace; the mandatory drug tests; and for interview costs. Staff have noted some barriers to residents such as a lack of accommodation at Alberta projects; no year-round road link to Fort McMurray; and northern residents who lack safety tickets and high school prerequisites that are required for some jobs. And although there are still many jobs available in Alberta, industry is primarily looking for journeypersons and apprentices at levels 2 to 4. Job Horizons provides a link with industry to find employment for the

level 1's as well. Staff are on track to meet the project's target of 300 job placements over two years.

Oil and Gas Sector Labour Market Overview	
Major Trends	◊ Oil and gas drilling in Saskatchewan is expected to stay high as exploration companies work on their new leases. However, drilling could slow in later 2009. The number of wells drilled in Alberta is expected to be half of 2008, although drilling activity is still fairly high. ◊ Two new oil sands operations started production in late 2008 near Fort McMurray, however, several planned oil sands projects have been put on hold until the economic climate improves.
Challenges – specific skills gaps	◊ The lack of high school education and math and science prerequisites are skill gaps that exclude residents from transition to entry-level employment or post-secondary training ◊ Professionals such as engineers, geologists ◊ Trades and technical
Addressing the Challenges - partnerships	◊ Northern Career Quest will operate until 2011 to assist Aboriginal people to training and jobs in the resource sector. Quest plans to deliver chemical laboratory technician, radiation technician, mine engineering technologist, underground mine training, women in trades, and several employment training projects. ◊ Job Horizons II, a two-year project to September 2009, has a goal of linking workers from across the north to employment opportunities in oil as well as gas and mining

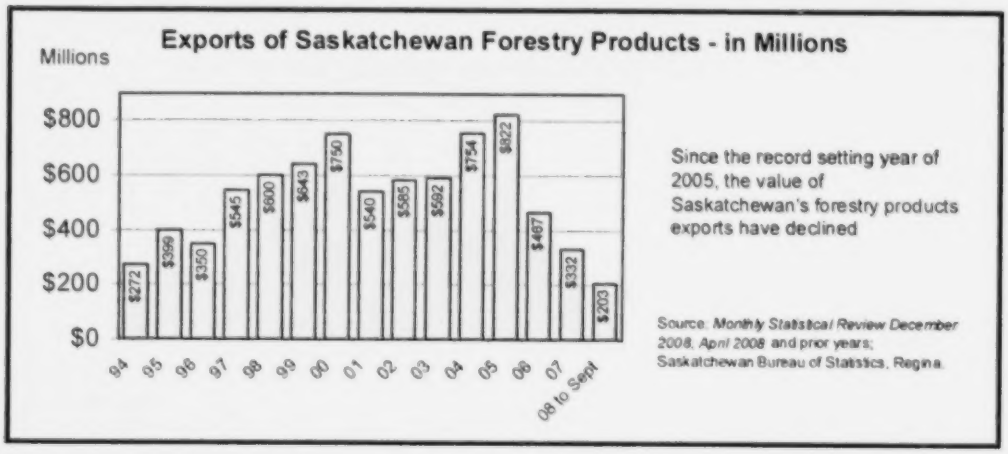
Oil and Gas and Oil Sands Job Opportunities – www.careersinoilandgas.com	
Labourers – drill rig crews	Electrician
Heavy Equipment Operator	Heavy Duty Mechanic
Process Operator	Machinist
Driver	Welder
Instrumentation Technician	Steamfitter/Pipefitter/Gasfitter
Power Engineer	Engineer: Process, mechanical, chemical, geotechnical, environmental
Technician – chemical, geological	Geologist
Industrial Mechanic	Managers and Supervisors

Websites and contacts for more information	
Oilsands Developers Group at **www.oilsands.cc** for up-to-date information about employment and careers at oil sands operations	**Petroleum Human Resource Council** has links to resources that can help you find a career in the oil and natural gas industry at **www.petrohrsc.ca** and **http://www.careersinoilandgas.com/**
Canadian Association of Oilwell Drilling Contractors www.caodc.ca/ for information on apprenticeships, skill competencies, and wages	
Enform delivers petroleum industry safety and training courses and career development in Calgary, Nisku, and Genesee, Alberta, as well as on-line: **www.enform.ca**	**Canadian Association of Petroleum Producers** has statistics and social impact information **http://www.capp.ca/** **http://www.canadasoilsands.ca/en/events/**
Job Horizons II for job placements with industry. Call Ile a la Crosse (833-2555); Meadow Lake (236-3139); La Loche (822-2614) or Stanley Mission (635-2482).	**Wood Buffalo Labour Market Information** website **http://www.woodbuffalo.net/** has links to employers, information about careers, and oil sands developments
http://www.saskjobs.ca/ SaskJobs provides many resources to assist people looking for a job – resume ideas, posting a resume online, searching the job openings, marketing their skills and abilities to prospective employers.	**Northern Career Quest Partnership** administers training programs and allowances and links to employment for Aboriginal clients. Call 425-4703

5.3 Forestry Sector

Major trends facing Employers – low demand

- From 1995 to 2005, forestry companies in Saskatchewan expanded and upgraded their operations leading to a record-breaking year of exports in 2005. Since then, exports of forestry products have declined by over 60%.



- Canada's forest products industry lost 38,000 jobs since 2003 with the closure of 207 mills, reported the Forest Products Association of Canada in December. The industry directly employs 300,000 people from coast to coast and is the economic cornerstone of over 300 communities.

- The decline in forestry production in Saskatchewan and across Canada is the result of a combination of events – high duties on Canadian lumber entering the U.S. from 2002 to 2007; a decline in housing construction in the United States which resulted in low lumber prices in 2007 and 2008; and a global economic slow down starting in late 2008.

- Most Canadian lumber is sold to the United States. However, lumber sales to the United States are still low because of the over abundance of existing houses on the market. Builders have severely cut back construction of new homes which is helping to reduce the over-supply of new homes. The National Association of Realtors reported in November that the housing inventory is gradually getting trimmed and the current housing inventory now at about 10 months supply. Inventory will need to dip to 7 months before the housing prices are stabilized and new construction – and lumber sales - increase. The unfolding global banking crisis may create even lower demand trends for lumber or limit any recovery in 2009.

- Demand for paper and pulp is expected to continue low. Conference Board of Canada's *Canadian Industrial Outlook: Canada's Paper Products Industry - Autumn 2008*

predicts that the Canadian paper products industry is not expected to turn a profit again until 2010 at the earliest. However, the weaker Canadian dollar and lower energy prices will bring some relief to manufacturers.

- Forestry companies have already made changes to weather the economic slowdown with bigger, faster, more productive paper mills, state-of-the-art sawmills, and better utilization of residues to make pulp, fibre board, and biomass power production. The industry is now one of the most productive and competitive forest products industries in the world. Despite current challenges, the Forest Products Association of Canada predicts that the future of Canada's forest manufacturers is promising – it is well placed to compete globally when the current economic downturn ends. The Association predicts global demand for forest products will increase by 2 to 3% over the years ahead: as the world population and economies such as India and China grow, so too will the demand for wood, paper, and energy.

- China could be a larger importer of Canada's lumber in the future. A planned tax hike on logs exported out of Russia, could create a new demand in China for Canada's lumber. The Russian government implemented a 25% log export tax in 2008 and has delayed until late 2009 early 2010 an additional planned hike of 80%.

Major Challenges facing Employers – closures and layoffs

- Since 2006, over 2,000 Saskatchewan people working at 8 forestry operations lost their jobs as mills were closed and workers laid off.

  - ◊ NorSask Forest Products sawmill in Meadow Lake ceased production and laid-off employees in December for an indefinite time. It normally employs about 100.
  - ◊ Meadow Lake Oriented Strandboard mill indefinitely laid-off its hourly employees in early 2009. It employs about 130 at full production.
  - ◊ Weyerhaeuser closed its oriented strand board plant in Hudson Bay, eliminating 200 jobs.
  - ◊ Weyerhaeuser closed its sawmill at Big River and the Wapawekka sawmill near Prince Albert in 2006, laying off over 200 workers for an unknown time.
  - ◊ Weyerhaeuser permanently closed its sawmill at Carrot River and its plywood mill at Hudson Bay, eliminating 300 direct jobs from the area as well as hundreds of logging and hauling jobs as well as spin-off jobs in commercial and retail sectors of these four communities.
  - ◊ In 2006, Domtar and Weyerhaeuser merged their fine paper business resulting in the closure of the Prince Albert pulp and paper plant and the loss of about 700 direct jobs.
  - ◊ Zelinksy sawmill in La Ronge, which employs about 40 at full operation, has curtailed production.

- Meadow Lake Mechanical Pulp, after operating under bankruptcy protection for a couple of years, was purchased by Sinar Mas Group, an Indonesia conglomerate, in early 2007 and remains in operation.

- Forestry companies in northwest Saskatchewan could face higher transportation costs in 2009. The shortline Carlton Trail Railway connecting North Battleford and Meadow Lake could be abandoned in April 2009, which would mean companies would have to truck their products to the railway at North Battleford. The railway was closed during summer 2008 because of unsafe conditions.

Training and Employment Partnerships and Initiatives

- Employment in forest protection will offer the most jobs in forestry this year. Each year, there are over 500 seasonal jobs for forest protection workers, employed either full-time with Saskatchewan Environment (Type 1) or employed as needed from community-based programs (Type 2). Type 2 crews are employed by their First Nation or municipality and are called to fires as needed. In 2008, 30% of the crews were new hires and required training – a high turnover. In order for fire fighters to work on fires outside of the province, they must have at least Type 2 certification. Type 2 crew leaders and members require a minimum of Grade 10 (with a goal of achieving Grade 12), Occupational Health and Safety, Standard First Aide, and WHMIS. As of January 2007, Forest Fire Protection Workers also require a Canadian passport to work on fires in the United States. Many of the skills – map reading, safety, and chainsaw operation – are transferable to other sectors and Prince Albert Grand Council has delivered the training for crews working for mineral exploration companies. (*Opportunity North*, Spring 2008)

- Employment and training opportunities in forestry will be slim during 2009 because demand is low. In the future, as the Canadian forest industry adjusts to the new economic situation, it will need workers for value-added manufacturing and more complex manufacturing processes – workers who have post-secondary education, skilled trades, computer skills, sales and marketing. (http://www.goforestry.ca - The Canadian Forest Service 2007 survey of Skills Shortages in Canada's Forest Sector)

Forestry Sector Labour Market Overview	
Major Trends	◊ The low demand and low prices for lumber and forestry products is expected to continue through 2009 until housing construction rebounds,
Challenges – specific skills gaps	◊ Professionals such as supervisors, trades, and technical workers for the future ◊ Ongoing training for Forest Fire Protection Workers to meet the turnover
Addressing the Challenges - partnerships	◊ Forestry Sector Training Committee to the Northern Labour Market Committee that administered training for the sector in the northern region was put on hold in 2008 until the sector rebounds ◊ Partnership for training Forest Fire Protection Workers among Environment, municipalities and First Nations

Forestry Career Paths	
Enforcement Officer	Wildlife Biologist/technician
Harvesting Supervisor	Logger
Management Forester	Heavy Equipment Mechanic
Millwright	Heavy Equipment Operator

Websites and contacts for more information	
Go Forestry A new website - http://www.goforestry.ca/ - aims to show young people the benefits of working in forestry. The site has entertaining videos on forestry careers, "ask an expert" links, and education information	http://www.saskjobs.ca/ SaskJobs provides many resources to assist people looking for a job – resume ideas, posting a resume online, searching the job openings, marketing their skills and abilities to prospective employers.

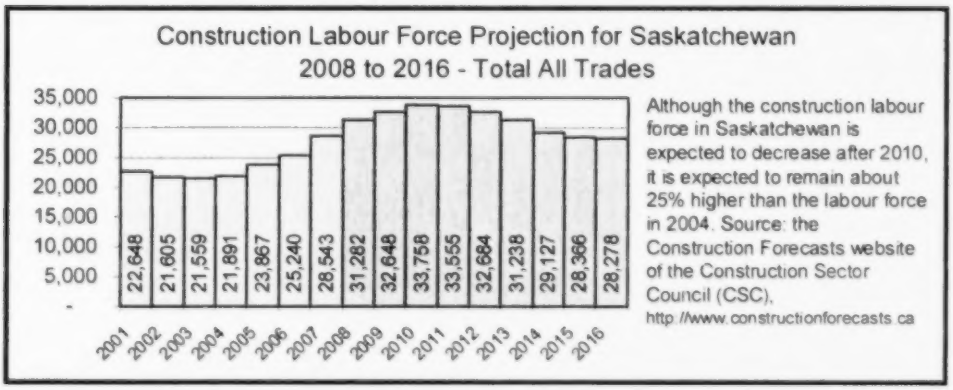
5.4 Construction and Trades Sector

Major trends facing Employers – Construction continues

- Right across Canada, the demand for construction workers has been growing steadily - the construction labour force increased by a record 39% between 2002 and 2007. Employment in construction across Canada reached 1.6 million workers last year.

- Even before the down swing in the economy in late 2008, the Construction Sector Council was predicting a natural down cycle in construction employment in Saskatchewan after 2010 as some major construction projects are completed.

- Between 2008 and 2013, the construction labour force in Saskatchewan is projected to increase by about 4,000 jobs and then decline by 2016 to the same size labour force as in 2007 – about 28,000. (*Construction Looking Forward, An Assessment of Construction Labour Markets from 2008 to 2016 for Saskatchewan*)



- In addition, the Association projects that an extra 4,000 trained workers will be needed to replace workers who will be retiring between 2008 and 2016.

Growth by year in total Saskatchewan Construction Labour Force plus retirement demand
4,000
3,000
2,000
1,000
-
-1,000
-2,000
-3,000
Retirement Demand - Total All Trades
Construction Labour Force Growth
2007 2008 2009 2010 2011 2012 2013 2014 2015 2016
The construction labour force in Saskatchewan is expected to increase each year until 2010. However, the demand for trades persons to replace retiring workers will continue and total about 4,000 from 2008 and 2016. Source: the Construction Forecasts website of the Construction Sector Council (CSC). http://www.constructionforecasts.ca

- Construction jobs pay well. Construction employees' average weekly earnings in Saskatchewan were $1,000 in late 2008, second only to the mining industry. Wages are even higher on average than wages of university-trained employees in education and health care jobs. (Saskatchewan Employment Earnings and Hours, *Monthly Statistical Review*, Ministry of Finance, Saskatchewan Bureau of Statistics, December 2008.)

Major Opportunities for Local Employers and Local Workers – some construction projects proceed while others are deferred

- Although several mining projects were deferred because of financing difficulties or low resource prices, many other government-funded construction projects should continue as planned such as northern roads projects, social housing construction and maintenance, and school construction.

- In northern Saskatchewan, some of the larger infrastructure projects include the following.
  - ◊ The Province's Ministry of Transport Northern Road Strategy committed to $65.5M over 5 years to improve northern Saskatchewan roads with a focus on employment and contracting benefits for northern residents. Each year maintenance and upgrading contracts are awarded. As well, construction of the new Wollaston road is proceeding with completion scheduled for 2012. Two projects are awaiting federal participation in order to proceed: upgrading the Athabasca seasonal road to all-weather status and a 2 to 3 year project to construct an 80 km access road from Stony Rapids to the south shore of Fond du Lac river across from the community. Opportunities for northern residents include **labourer and heavy equipment operator jobs**.
  - ◊ In 2009, five of the 36 abandoned satellite mine sites in the Athabasca basin will be cleaned up – old shafts, raises and adits plugged or backfilled and old equipment and materials removed. The Saskatchewan Research Council, on behalf of the Governments of Canada and Saskatchewan, is leading the clean up of the area and has submitted a proposal to rehabilitate the former Gunnar mine site and will submit another for Larado mine (both closed over 40 years ago). The proposed

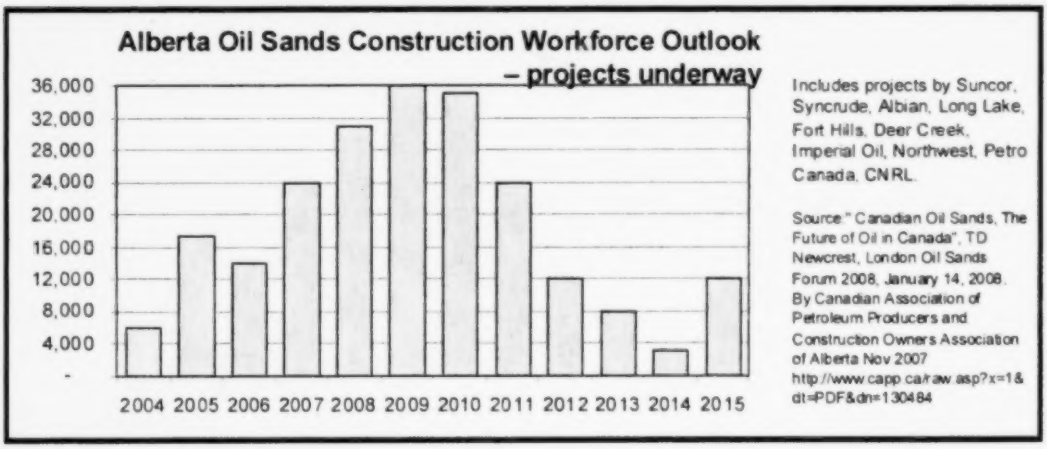
projects would include demolition of existing buildings, rehabilitation of disposed materials and waste rock, and monitoring. Over the next few years, contracts will be available for local contractors to undertake earth moving and other contracts.

- ◊ A $22M renewal project for Churchill High School in La Ronge will start in 2009 and take a couple of years to complete. Work includes demolition and renovation of some older sections and construction of new areas such as a gym, shop, student lounge, and daycare. There could be opportunities for northern residents as **carpenters, electricians, plumbers, and construction labourers.**
- ◊ **Residential housing construction**, maintenance, rejuvenation, and repair work offers the most potential for steady construction employment in the building trades in many northern communities. Each year, many privately-owned houses as well as social housing units owned by First Nations and the provincial government are constructed, maintained, and repaired. Saskatchewan Housing Corporation provides about 1,400 rental units across northern Saskatchewan. The day-to-day management of these housing units is undertaken by local and regional Housing Authorities. About $6M in construction work is contracted to local and provincial contractors annually to maintain the northern social housing stock. Approximately 70% of this work is done by northern contractors.
- ◊ A new tourism centre will be built in Air Ronge for the La Ronge area starting in 2009. It will house public areas and offices.
- ◊ NORTEP will contract to build an 8-unit residence in La Ronge with construction starting in 2009 at a cost of about $1.5M. The building will house NORTEP students and their families.

- Mine companies are delaying major mine construction, expansion, and upgrading that had been planned for 2009 because of the difficulties in obtaining financing. These projects should proceed when the economic climate stabilizes: Cigar Lake mine, mine haul road construction, upgrades to Rabbit Lake mill, Midwest open pit mine development, Key Lake revitalization, and future mines at Millennium, Shea Creek, Goldfields, Hoidas Lake, and Jolu Project. There will be opportunities for northern residents as **carpenters, welders, electricians, plumbers, construction labourers, and heavy equipment operators.**

- Construction of oil sands developments across the border has been slowed but not stopped by rising costs and uncertainty about financial markets. Several companies announced that they will delay projects, however, it is likely that capital expenditures will still be in the billions of dollars in 2009.
  - ◊ Nexen and OPTI, have delayed until next year a decision on twinning the newly operational Long Lake project.
  - ◊ Petro-Canada's Fort Hills oil sands project is already 50% over budget. The mining portion of Fort Hills must start producing bitumen by the end of 2011 but the company is considering deferring or cancelling a planned upgrader in Edmonton. In late 2008, the company cancelled a contract for construction of a 2,000 person camp facility for the mine site.
  - ◊ Suncor cut its 2009 budget by a third (from $9 billion down to $6 billion) and has extended completion of its $20.6-billion Voyageur expansion by a year.

- ◊ Shell Canada announced it will complete construction of its $12.8 billion expansion at the Athabasca Oil Sands mining project (which ramps up to production in 2010/2011) before deciding to proceed on the next phase.
- ◊ Canadian Natural Resources plans to defer a planned expansion of the newly operational Horizon project until oil prices stabilize and it will significantly reduce its capital expenditures in 2009.
- ◊ Exxon is continuing to plan for its $8 billion Kearl Lake mining project and will make a final decision in 2009 on when to proceed. The company expects to benefit from other companies deferring their projects – the shortage of skilled labour will be eased which means lower costs to the company.
- ◊ The construction delays in the oil sands will mean that the construction workforce will be reduced to about 20,000 construction workers at the peak in 2010 from what was predicted in the chart below. Labour shortages are still expected although not as extreme as in the past few years, predicted the Construction Owners Association of Alberta. Projects are expected to proceed when the price of oil rises and financing is available.


Alberta Oil Sands Construction Workforce Outlook
– projects underway
36,000
32,000
28,000
24,000
20,000
16,000
12,000
8,000
4,000
-
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015
Includes projects by Suncor, Syncrude, Albian, Long Lake, Fort Hills, Deer Creek, Imperial Oil, Northwest, Petro Canada, CNRL.
Source " Canadian Oil Sands, The Future of Oil in Canada", TD Newcrest, London Oil Sands Forum 2008, January 14, 2008. By Canadian Association of Petroleum Producers and Construction Owners Association of Alberta Nov 2007 http://www.capp.ca/raw.asp?x=1&dt=PDF&dn=130484

- ◊ Workers, once hired, generally have accommodation provided and long-term employment, moving on to a new construction site as one job is completed. For the construction phase, **carpenters, concrete finisher, plumbers, iron workers, electricians, equipment operators, and skilled labourers** are in demand. **Labourers** are needed mostly at the beginning stages of construction and employers prefer to hire labourers with experience in industrial construction (concrete work, rebar, excavation and general carpentry), who have a good work ethic and can work in all weather conditions. Starting as a labourer is often the starting point to move into trades apprenticeship positions.

- Infrastructure construction projects in the Fort McMurray region should be plentiful over the next few years – in mid-2008, the Alberta government committed about $800M towards housing, health care, education and roads to address community growth pressures. Despite about 1,800 new housing units being built in Fort McMurray each year, this was not enough to meet demand. So by 2009, work will begin on the first phase of development of serviced lots for 2 satellite communities

which will house 40,000 people. As well, the Alberta government plans to focus road construction on the north-south corridor - it has committed $600M to construct a new bridge and highways around Fort McMurray to be completed in 2011. So construction contractors in Fort McMurray will continue to need skilled **residential and road construction workers and labourers**. (The Alberta government has not yet committed to completing a connecting road from Fort McMurray to Garson Lake.)

Major Challenges facing Employers – a shortage of skilled workers

- The following table ranks the projected skill needs each year in Saskatchewan to 2016. All the major trades are projected to have shortages although the shortages will be less extreme after 2011. (*Construction Looking Forward, An Assessment of Construction Labour Markets from 2008 to 2016 for Saskatchewan*)

Market Rankings For Trades And Occupations In Saskatchewan

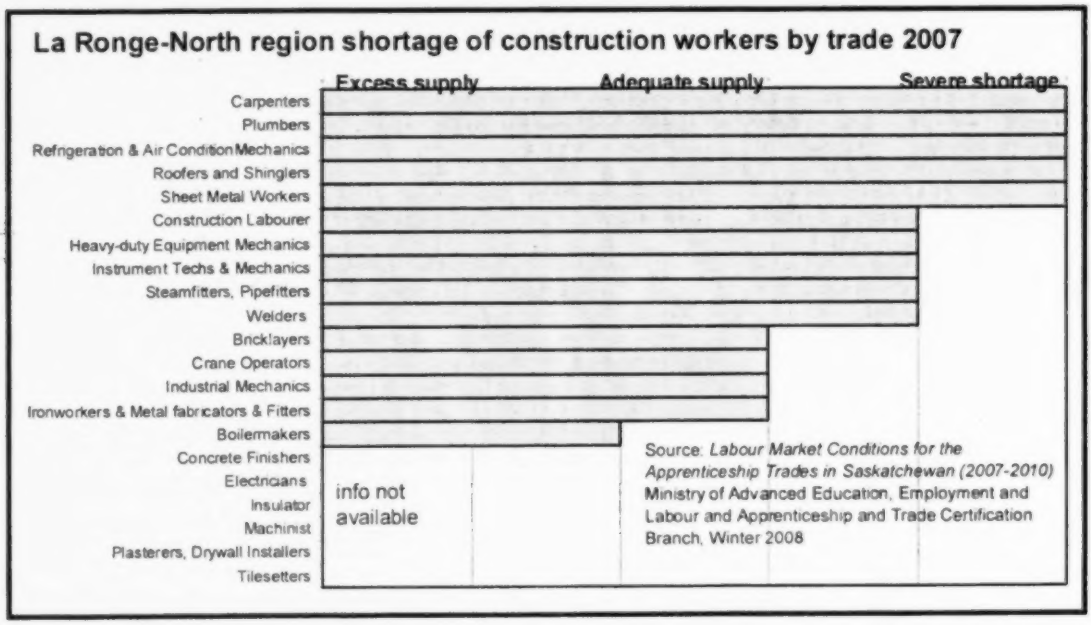
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Boilermakers										
Bricklayers										
Carpenters										
Concrete Finishers										
Construction Managers										
Contractors and Supervisors										
Crane Operators										
Electricians (including industrial and power										
Floor Covering Installers										
Heavy Equipment Operators (except crane)										
Heavy-Duty Equipment Mechanics										
Insulators										
Ironworkers & Structural Metal Fabricators										
Painters and Decorators										
Plasterers, Drywall Installers and Finishers										
Plumbers										
Refrigeration and Air Conditioning Mech										
Residential and Commercial Installers										
Roofers and Shinglers										
Sheet Metal Workers										
Steamfitters, Pipefitters and Sprinkler										
Tilesetters										
Trades Helpers and Labourers										
Truck Drivers										
Welders and Related Machine Operators										

Rankings by colour	
The availability of workers may be limited by large projects or other short-term increases in demand.	
Workers are generally not available. Employers will need to compete to attract additional workers.	
Workers are not available to meet demand. Competition for workers is intense, projects may be delayed/deferred	
Workers are available to meet an increase in demand.	

- Some older workers are remaining working longer. However, some trades jobs in Saskatchewan will see higher levels of retirements (up to 3% of the workforce each year) by 2016 because the average age is now over 40, such as: **boilermakers,**

construction managers and supervisors, heavy equipment mechanics, painters, tile setters, and truck drivers and heavy equipment operators. As well, the physically challenging nature of work for **carpenters, welders, and roofers,** could prompt some of these older workers to retire sooner. (*Construction Looking Forward* report)

- The La Ronge-Northern region had 10 trades that were experiencing shortages in a survey of trade boards (*Labour Market Conditions for the Apprenticeship Trades in Saskatchewan (2007-2010).* The report identified the major causes of tradesperson shortages as the lack of qualified workers in the northern region and difficulties recruiting people to come to the region because of its remoteness. The most severe labour shortages in the La Ronge-North Region are in the trades of **carpenter, plumber, roofer, sheet metal worker, construction labourer, heavy duty mechanic, instrumentation mechanic, steam/pipe fitter, and welder** as shown in the following chart.



- The Canadian Home Builders' Association – Saskatchewan, representing home building companies in the province, undertook a survey of residential construction contractors in Saskatchewan last year. The survey identified the major issues for contractors are a shortage of skilled workers (particularly in the **carpentry trades**); low wages; young people not entering the trades; and poor image of the industry.

Training and Employment Partnerships and Initiatives

- To become certified in a trade, a worker must find an employer to register him/her as an apprentice in the trade with the **Saskatchewan Apprenticeship and Trade Certification Commission.** The Apprenticeship Commission schedules training for the apprentice each year and tracks the trade hours. Last year:
  - ◊ there were 50 designated trades in Saskatchewan;

- ◊ 8,130 apprentices were registered in the system on June 30, 2008, with 89% male and 11% female;
- ◊ 15% of apprentices were persons of Aboriginal ancestry; and
- ◊ 3,797 apprentices took training during 2007-08.

- The number of people registering in apprenticeship training increased to record levels across the country in response to the demand for skilled workers. A national survey on apprenticeship found, however, that the number of individuals completing apprenticeship programs each year has changed very little over the past few decades. Between 2000 and 2005, there were 52% more registrations but only 12% more completers. (*National Apprenticeship Survey, Canada Overview Report 2007).* The reason most often given for pursing a trade is an apprentice's prior contact with people in the trade. The report identified obstacles to completion of apprenticeship:
  - ◊ An apprentice's level of education when they enter the program appears to be related to their program outcomes. More than twice as many people who continue their training for an extra long time had less than a high school education compared to those who complete their programs.
  - ◊ And a higher proportion of completers had pursued or completed post-secondary studies compared to those who discontinued their programs or those who are long-term continuers.
  - ◊ Apprentices who discontinue are more likely to be in the young, under age 25 group while people who take a long time continuing their apprenticeship tend to be over age 35.
  - ◊ Another obstacle for many in apprenticeship is the lack of consistent work.

- In order to overcome these obstacles, some organizations can become Joint Training Committees to act as employers such as the **Construction Career Projects** with Saskatchewan Indian Institute of Technologies and the **Northern Apprenticeship Committee** in northern Saskatchewan. Being indentured to these organizations provides an apprentice with a stable, long-term employer in an often seasonal work environment.

- The **Northern Apprenticeship Committee** (NAC) helps apprentices progress through their apprenticeship by providing a stable indenture, arranging trades training in conjunction with employment projects, and can provide financial and tutorial support to apprentices during classroom training. NAC has supported about 150 northern residents through to journeyperson status since 1994. The Committee registered 80 new apprentices last year and supported 50 in training.

- Ministry of Education, in partnership with the Apprenticeship and Trade Certification Commission, offers the **Saskatchewan Youth Apprenticeship Program** to high school students as a component of the Practical and Applied Arts curriculum. Students enrolled in the program sign a contract with their school which is registered with the Apprenticeship Commission. Students who complete all 3 levels of the program can get credited with trade time once they become an apprentice. Each school can make their own choice of curriculum components so that students are able to explore trades careers that are available right in their own communities. All high

schools in the province – including the northern high schools - have the option to deliver this program.

- Two initiatives are bringing training right to communities or to the job site. Northlands College can move the **heavy equipment operator simulator** to where it is needed to train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, graders, and excavators. The northern **mobile training lab** can also be moved to communities or job sites. The training programs and location of the lab are selected by a partnership each year of SIAST, Apprenticeship Commission, Northlands College and northern agencies. In 2009-2010, the mobile lab will be in Cumberland House to deliver industrial mechanic. SIAST has two additional labs for a total of three mobile training labs in the province. Each lab has about 1,100 square feet of training space and is equipped with diesel generators for heat, light, and welding equipment. Two supply trailers attached to the training lab contain tools and equipment for a variety of trades programs.

- The **Saskatchewan, Regina, and Saskatoon Construction Associations** have several projects underway to help improve the image of trades careers and get young people interested, including:
  - ◊ Youth apprenticeship scholarships;
  - ◊ Participating in career days and providing work placements;
  - ◊ Xtreme Hard hat contest where school students decorate a hard hat for a prize;
  - ◊ A skills work conference in Saskatoon for young women in grades 11 and 12;
  - ◊ Skilled trades career days in Regina with hands on activities for grade 8 students; and
  - ◊ Scholarships for Saskatoon high school and pre-trades students entering post-secondary training.

Construction Sector Labour Market Overview	
Major Trends	◊ The construction labour force is expected to continue to grow until 2010 before decreasing slightly back to the level of 2007. ◊ Although some industry projects in the north and in the oil sands have been deferred until the credit crisis improves, government infrastructure projects such as roads, schools, and housing are expected to continue as planned.
Challenges – specific skills gaps	◊ The lack of high school education and math and science prerequisites are skill gaps that can exclude residents from entry into trades and can hinder their completion, especially the in-class component of the trades programs.
Addressing the Challenges - partnerships	◊ Northern Apprenticeship Committee helps apprentices across the northern region by linking them to employment opportunities, indenturing them, and providing accommodation and tutorial assistance as needed.

Construction Job Opportunities From Construction Sector Council's report *Construction Looking Forward Labour Requirements from 2008 to 2016 for Saskatchewan*	
Boilermakers	Heavy equipment operators
Construction managers and supervisors	Labourers
Carpenters	Plumbers
Concrete finishers	Roofers

Electrician	Sheet metal workers
Iron workers	Steam fitter/pipe fitter
Welders	
Websites and contacts for more information	
Saskatchewan Apprenticeship and Trade Certification Commission website for apprentices, journeypersons, employers, youth, parents and teachers to quickly find skilled trades information and forms http://www.saskapprenticeship.ca	The **Construction Sector Council** (CSC) has information on the wide range of careers in Canada's construction industry. The website helps you choose the career path and links you to job profiles and training agencies. www.csc-ca.org & www.careersinconstruction.ca
information on provincial and federal government **tax benefits** to promote apprenticeship including tool tax credit, graduate credit and stay in school grant for apprentices and job creation tax benefits for employers www.saskapprenticeship.ca/TAX_PROGRAMS/	**Saskatchewan Youth Apprenticeship** (SYA) connects high school students to trades careers through a program that provides work placements and course credits and can lead to trade time earned. http://www.saskapprenticeship.ca
SaskJobs provides many resources to assist people looking for a job – resume ideas, posting a resume online, searching the job openings, marketing their skills and abilities to prospective employers. http://www.saskjobs.ca/	Merit **Construction Job Store Saskatchewan** is a non-profit Saskatchewan Corporation to link employers and job seekers. Includes tips for employers on recruitment and tips for job seekers on interviews. http://sk.constructionjobstores.com/
Construction Trades Project provides links to employment and access to training and trade certification for Aboriginal people. www.siit.sk.ca/ConstructionCareerProjects.html	**Northern Apprenticeship Committee** links apprentices to employment opportunities and training. Call 425-6617.
Skills Canada sponsors a number of activities and competitions to encourage students to see the value of completing secondary education and to see the opportunities in the trades and technologies. http://www.skillscanadasask.com/	

5.5 Commercial Services Sector

Major trends facing Employers - One-third of the workforce employed in personal and business services

- Commercial services include business services, retail, freight transportation, and tourism – tourism encompasses personal transportation, accommodation, food and beverage, and recreation.

- About one-third of all Canadian workers start their careers in the tourism industry. That's why the tourism workforce is younger than other industries with 35% of its workers under age 25. And 20% of all workers in the tourism sector attend school full time compared to 9% of the total Canadian workforce.

- Tourism jobs can offer opportunities for advancement, skills that are transferable to other jobs, locations and industries, and continuous professional training.

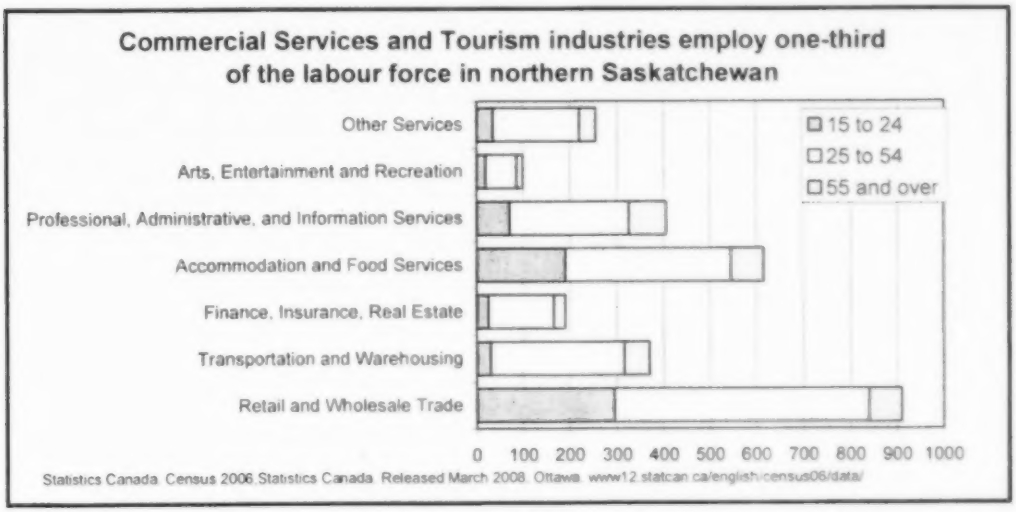
- The level of schooling of tourism workers has not changed much: 51% percent of the tourism labour force in Canada has at least some post-secondary education

compared to 61% of the Canadian labour force.

Major Opportunities for Local Employers and Local Workers

- Almost one-third of the labour force in northern Saskatchewan – about 3,000 people - works in the commercial services sector, according to Census 2006.

- Half of the labour force in this sector is employed in accommodation, food services, and retail. A higher proportion of these workers are young compared to the workers in transportation and other services, as shown in the next chart.


Commercial Services and Tourism industries employ one-third of the labour force in northern Saskatchewan
Other Services
Arts, Entertainment and Recreation
Professional, Administrative, and Information Services
Accommodation and Food Services
Finance, Insurance, Real Estate
Transportation and Warehousing
Retail and Wholesale Trade
15 to 24
25 to 54
55 and over
0 100 200 300 400 500 600 700 800 900 1000
Statistics Canada. Census 2006 Statistics Canada. Released March 2008. Ottawa. www12.statcan.ca/english/census06/data/

- Northern Saskatchewan is a tourist destination for many people. The La Ronge area alone had 517 visits to the tourism centre in 2008 involving 1,329 visitors, up from 1,100 visitors the year before. Three-quarters of visits were from Canada, 17% from the United States, and 7% were international visitors.

- With the growing population in the north, many new small businesses have been established providing services and jobs that weren't available in many communities a decade ago such as **bank clerks and accountants, restaurant and hotel workers, dentists, lawyers, bus and truck drivers, and retail and office clerks**.

- About 300 licensed outfitting operations are located in the northern region. Sports fishing lodges are generally owner-operated small businesses that operate seasonally and each provides employment for two or more local people as **guides, dock hands, small motor mechanics, and cooks**. About 1,000 angling guides (some of whom are owner/guides) are employed and most are of First Nations heritage. Most (86%) of guides were trained on the job and only 23% had Guide Certification according to Saskatchewan Outfitters Association's *Small Commercial Vessel Operator Program Planning & Delivery* report .

- The mineral sector creates spin-off contracting opportunities for camp services in **catering, janitorial, and security.** Operating mines continue to help develop and expand northern businesses through their Surface Leases with the provincial government. Under the Leases, each mine site in the northern region has made a commitment to increase the economic benefits and opportunities to businesses in northern Saskatchewan by means of invitational bidding from preferred northern businesses and breaking up tenders into smaller units to enable smaller companies to win the contracts. Athabasca Catering, Clearwater Catering, Athabasca Basin Development Corp., and Sakitawak Development Corporation have Aboriginal ownership and employ over 400 workers (about 300 from the north). These and other northern companies earn about $220M each year from the mines for the goods and services they provide. Service job opportunities include **cooks, kitchen workers, house-keepers, janitors, and security guards.**

- Transportation is critically important for the mining sector for re-supply and for transporting products to markets. And in turn, the mining industry is one of the most important customers for the transportation sector. Northern Resource Trucking (NRT) has contracts in place with Cameco and with AREVA to provide their **freighting** services. NRT, owned 71% by northern First Nations and Métis communities, employs over 140 people. When Cigar Lake mine is in production, NRT drivers will switch from hauling construction material to hauling bulk products – there will be secure work for several decades hauling supplies in and product out.

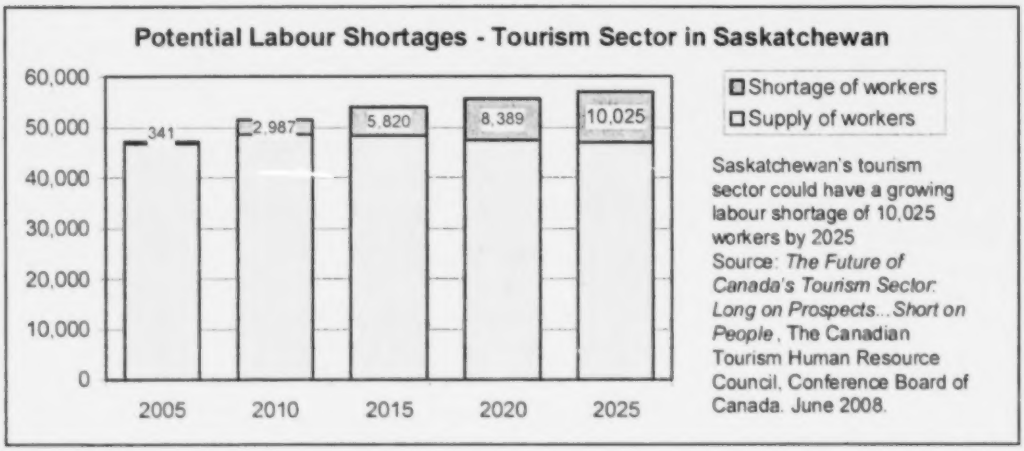
- Residents now have more opportunities not only to ride the bus but to **drive the bus** with two new ventures - the Montreal Lake Cree Nation's majority interest in Prince Albert Northern Bus Lines and its fleet of 13 buses; and Saskatchewan Transportation Company's (STC) new scheduled bus service to northwest Saskatchewan. As well, school bus driving jobs are available in almost every community across the northern region. Residents interested in a bus driving career will need to start by gaining a **basic driver's license.**

- There are many **truck driving** jobs just across the border around Fort McMurray, although many employers are having difficulty hiring drivers. Insurance requirements and training costs make it challenging for young people to get into the industry. Employers, too, have challenges recruiting capable drivers – some drivers are unable to pass the drug tests, job-hop, are not physically fit, or do not have the experience (according to *Labour Market News Fort McMurray, Wood Buffalo*, December 2007 issue).

Major Challenges facing employers – skill shortages and a growing demand for services

- The demand for tourism services is expected to grow at a healthy pace as baby boomers retire and increase their demand for tourism services. At the same time as baby boomers are leaving the workforce, there are fewer young people entering the workforce to fill the void. Across Canada, the tourism sector could face a shortage of 348,000 workers by 2025. (*The Future of Canada's Tourism Sector: Long on Prospects...Short on People*, The Canadian Tourism Human Resource Council)

- In Saskatchewan, the report predicts that the tourism sector could have a growing labour shortage of 10,025 workers by 2025. Although the supply of workers is expected to stay about 47,000, the industry will need about 57,000 workers by 2025 – a gap of 10,025 workers, as shown in the next chart. The labour shortage is expected to be most extreme in **food and beverage services and recreation and entertainment.**



Saskatchewan's tourism sector could have a growing labour shortage of 10,025 workers by 2025
Source: *The Future of Canada's Tourism Sector: Long on Prospects...Short on People*, The Canadian Tourism Human Resource Council, Conference Board of Canada. June 2008.

- Methods such as increasing the wages and importing foreign workers are not expected to be enough to ease the tourism labour shortages. The Canadian Tourism Human Resource Council suggests that other measures are required such as increasing incentives for under-represented people – such as Aboriginal people, retirees, and people with disabilities – to work in the industry by making the jobs more accessible through training and by encouraging businesses to recruit from these groups.

- There is anecdotal evidence that small business owners in the northern region are increasingly having difficulty in finding and retaining good workers **at all skill levels from entry level to management** in **retail sales, customer service, and food and beverage services**. Young people newly entering the workforce tend to seek employment in entry-level service occupations. However, many applicants do not have the Essential Skills or past experiences that prepare them for employment. Turnover is high. (See Section 6 on Essential Skills).

- Trucking companies are still contending with a shortage of **qualified drivers** and high turnover rates, although the shortage will not be so extreme during the economic slow down in 2009. The transportation industry is one of the first to feel the affects of the decline in the economic climate. A number of small trucking companies across Canada are expected to close and larger companies to consolidate as companies find it difficult to adjust their costs to the declining freight volumes. In northern Saskatchewan, several mine construction and renovation projects have been delayed for awhile which means there will be no freighting of supplies. When the

economy rebounds, truck drivers again will be in short supply: turnover is high, drivers are aging, many will retire soon, and few youth are replacing them.

- ◊ The Canadian Trucking Human Resources Council's (CTHRC) report in August 2007 - the *Canada's Driving Force Phase 2 study* - found that the annual turnover rate of truck drivers is 22% but the rate of hiring is only 17.5%. Half of the qualified truck drivers have changed careers and have no plans to work as commercial drivers in the near future.
- ◊ Employers are more likely to hire older workers with a substantial amount of experience as a Class 1A driver rather than someone new to the trucking industry - only 6% of those surveyed were under age 25 and 60% of all new entrant drivers were age 35 and older.

- The Canadian Trucking Human Resources Council estimates that it costs an employer about $8,000 to replace a single driver – not counting the initial truck driver training costs. The Council suggests that while the industry is in a down cycle, now is an excellent time for employers to recruit and retain their workforces.

Training and Employment Partnerships and Initiatives

- **Saskatchewan Tourism Education Council (STEC)** has been working in northern Saskatchewan over the past few years to train and certify northern residents for jobs in the tourism industry and mine catering. STEC is an industry-driven organization that works with tourism operators to identify their skill needs, and coordinates and certifies training. STEC delivers the Ready To Work program in many northern communities. It is a national skills development program designed to assist people with transitions into the tourism workforce. The program has 8 weeks of classroom training, 4 weeks of practical training, followed by mentoring on the job for 20 weeks intended to help retain the employee in the industry. Employers make a commitment to employ the trainees for 6 months. Certification is recognized Canada-wide.

- To many northern residents, their lack of a **basic driver's license** has been a long time barrier to accessing truck driving and other jobs. Northern Resource Trucking's NRT Training Centre in La Ronge, with full SGI accreditation, works with Northlands College and employers to train drivers from **level 7 (learners) to level 1A (truck and bus driver endorsements)**.

Commercial Services Sector Labour Market Overview	
Major Trends	◊ The services and tourism industries are expected to continue to expand to serve a growing population and the recreation demands of retiring baby boomers. ◊ The trucking industry will feel the affects of a slowing economy and declining freight volumes as some of the planned mining construction and renovation projects are deferred for awhile.
Challenges – specific skills gaps	◊ Although the skill level required in many service jobs is low, the lack of high school education, driver's license, and Essential work skills hinder many residents from gaining employment in the sector.
Addressing the Challenges - partnerships	◊ Northlands College and employers work with STEC and NRT Training Centre to train residents for tourism and driving jobs.

Commercial Services Job Opportunities	
Supervisors and managers	Cooks
Retail sales clerks	Kitchen workers
Truck Drivers	Camp attendants
Mechanics	Food and beverage servers
Dispatcher, traffic manager	Hotel workers
Pilots	Clerks
Accountant, book-keeper	Guides

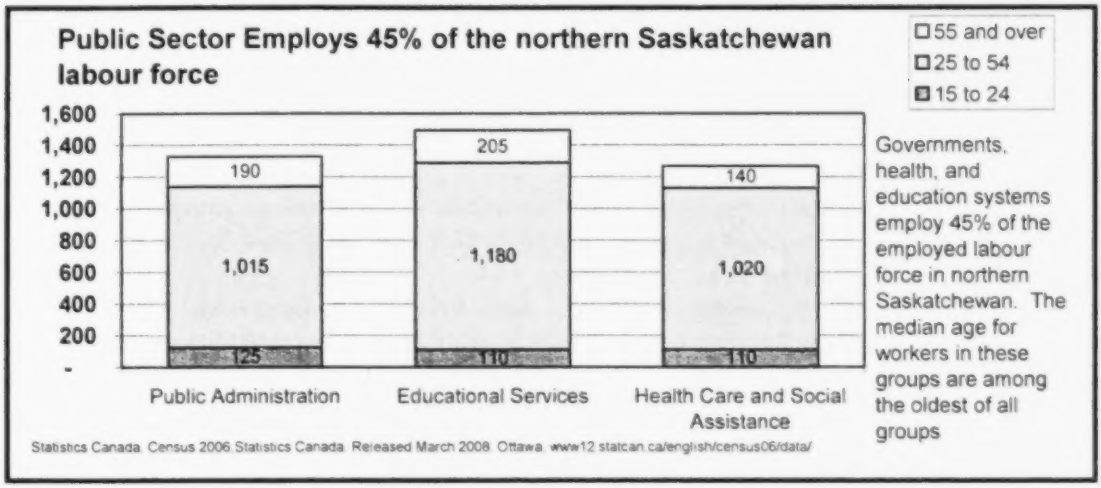
Websites and contacts for more information	
Saskatchewan Tourism Education Council - STEC website has information for job seekers on careers in tourism and has information for employers on recruitment and training programs at http://www.stec.com	**Northern Resource Trucking's** NRT Training Centre in La Ronge works with Northlands College and employers to train drivers from learners level to Truck driver 1A. Call 425-2148
Canadian Tourism Human Resource Council (CTHRC) website www.discovertourism.ca/ has career information for job seekers and recruiting tips for employers. The CTHRC has resources on national occupational standards as well as on-line and paper-based training tools at www.cthrc.ca/	**Truckingcareers.ca** has information on training and career opportunities in the trucking industry www.TruckingCareers.ca . It is an initiative of the Canadian Trucking Human Resources Council (CTHRC)
	The **Canadian Trucking Human Resources Council** works to assist the Canadian trucking industry to recruit, train and retain the human resources needed to meet current and long-term requirements. http://www.cthrc.com

5.6 Public and Non-Commercial Services Sector

- This sector employs the largest number of people of all the sectors, employing almost half of the northern labour force.

- About 4,100 people are employed in non-commercial service occupations in provincial, federal, First Nations, and municipal government administration, and in government-funded education and health authorities. Some occupations include **teacher, nurse, laboratory technician, social worker, police officer, conservation**

officer, town administrator, and water/waste water operator.



- The median ages for public sector employees are among the oldest of all groups. Workers in the education occupation group have a median age of 43 and workers in health and government have a median age of 41.

- The vast majority of workers with public pension plans retire earlier than their counterparts in the private sector.

Major Trends in the Local Health Sector – large, educated workforce

The following information is from the *Report on northern health human resources data collection*, submitted to the Northern Health Sector Training Subcommittee of the NLMC in April 2008.

- Delivery of health services in northern Saskatchewan is through a complex network:
  - ◊ funding is from two levels of government;
  - ◊ they fund three separate funding arrangements with ten health authorities;
  - ◊ the health authorities encompass 30 different employers operating in 55 sites across the northern region.

- The northern Saskatchewan health workforce is estimated at 1,283 budgeted positions. The data collection project obtained data on 1,215 positions, however, only 1,091 of the positions were filled – a 10% skill shortage.

- The overall health labour force has these features:
  - ◊ 86 % of positions are full-time.
  - ◊ 57% of the positions are in federally-funded First Nations health systems; the two provincially-funded Regional Health Authorities (Mamawetan Churchill and Keewatin Yatthe RHA) account for 35% of positions; and the jointly-funded Athabasca Health Authority accounts for 8% of positions.

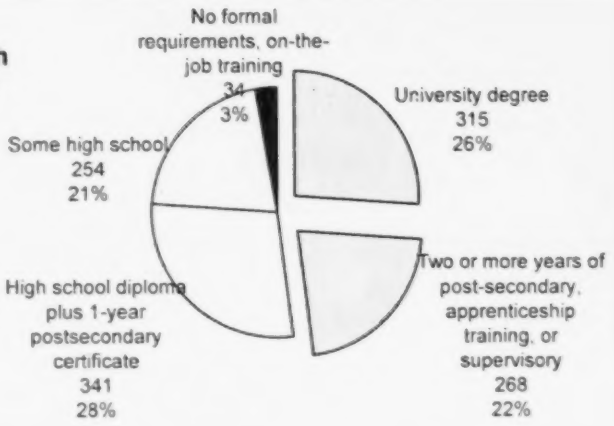
- ◊ 62% are of Aboriginal heritage with the likelihood that the rate is higher since some First Nations data is missing where most of the workforce tends to be First Nations. The three Regional Health Authorities reported 55% Aboriginal workers and the Federally-funded systems reported 68% Aboriginal workers.
- ◊ The average age is 41 years of age.

- Almost half of all the job positions in northern health systems require 2 or more years of post-secondary education - one-quarter of jobs require a university degree and one-quarter require a 2-year post-secondary diploma. Of the remaining positions, 28% require high school and a one-year certificate and 24% of positions require no formal training and no post-secondary education, as shown in the chart.

1,283 job positions in the northern Saskatchewan health sector - half require at least 2 years post-secondary education

Almost half of all the job positions in northern health systems require 2 or more years of post-secondary education. Only 3% require no formal education or less than high school.

Source: *A Report on a northern health human resources data collection* April 23, 2008. Based on 1215 jobs out of the total estimated 1283 jobs.



- The many health service organizations in northern Saskatchewan face similar challenges, including:
  - ◊ fragmented delivery systems;
  - ◊ services often duplicated or delivered by overlapping jurisdictions;
  - ◊ gaps in service exist;
  - ◊ small sizes exclude them from buying bulk and other economic benefits of larger scale agencies;
  - ◊ recruitment and retention difficulties; and
  - ◊ the large size of the area, small population, and some small, remote and isolated communities.

Major Challenges facing health sector employers – skill shortages

- The northern health systems had 124 job vacancies in October 2007 - 10% of all budgeted positions in federal and provincially funded systems and 16% in the jointly funded Athabasca health authority. Most of the jobs were full-time positions (107 full-time job openings and 17 part-time job openings).

- Recruitment takes an average of 2.8 months to fill full-time positions and 1.5 months to fill part-time positions. Recruitment times were similar in the First Nations health system and the three health authorities.

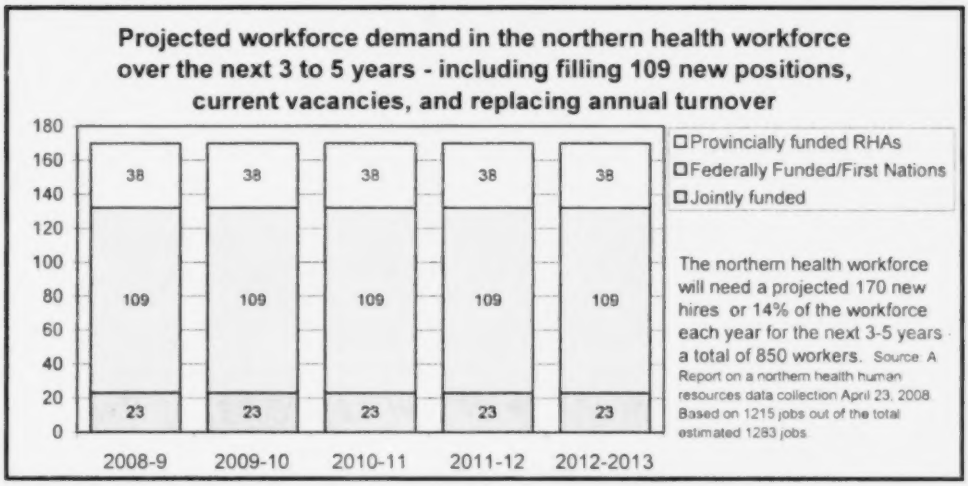
- Local health managers projected an increase of 109 new positions over the next five years, or a rate of 22 new positions each year for 5 years.

- Turnover in 2006-07 totaled 225 positions across all health systems – a total turnover rate of 19% of total budgeted positions. Turnover ranged from 25% of positions in the First Nations health system to 7% in the three health authorities.

- Retirements are not likely to be a major cause of workforce vacancies in the near future since the average age of workers is 41 years.

- Drivers' licenses are required for about 33% of the positions and an ability to speak an Aboriginal language is required in about 20% of positions.

- To replace turnover and fill the projected new positions, the report projects that the northern health workforce will require 170 new hires each year over the next 3 to 5 years, or 14% of the workforce each year. Of these, most - 109 hires each year - will be in the First Nations health system, 38 each year will be in the two provincially funded regional health authorities (RHA), and 23 each year in Athabasca Health Authority.


Projected workforce demand in the northern health workforce over the next 3 to 5 years - including filling 109 new positions, current vacancies, and replacing annual turnover
180
160
140
120
100
80
60
40
20
0
38
109
23
2008-9
2009-10
2010-11
2011-12
2012-2013
Provincially funded RHAs
Federally Funded/First Nations
Jointly funded
The northern health workforce will need a projected 170 new hires or 14% of the workforce each year for the next 3-5 years - a total of 850 workers. Source: A Report on a northern health human resources data collection April 23, 2008. Based on 1215 jobs out of the total estimated 1283 jobs

- Nurses continue to top the list for skill shortages.
  - ◊ According to those surveyed, **registered nurses (RNs)** were most likely to be in short supply - all but one health authority identified a shortage. **Managers** were the second most frequently identified shortage, followed by **dental therapists**.
  - ◊ The highest turnovers among occupations in 2006-07 were among **registered nurses, community and social service workers, early childhood educators and assistants, and managers**. For all these occupations, the highest number of turnovers occurred in the federally-funded system.

- ◊ **Registered nurses, managers, and community and social service workers** were the occupations with the highest vacancy rates in October 2007. The number of vacancies for RNs and health care managers were highest in the provincially-funded system, while the most vacancies for community and social service workers were in the federally-funded system.

- Managers in each site or health authority identified their top training priorities as: basic **computer skills, counseling and communication skills, health administration skills, professional skills for nurses, rehabilitation worker, community care assistant and home visiting training, and office management skills**.

Training and Employment Partnerships and Initiatives in Health

- The **Northern Health Sector Training Subcommittee** of the Northern Labour Market Committee has a goal to maximize employment in the regional health sector for residents of northern Saskatchewan. Recruitment issues can be addressed in the long-term by training local people for local healthcare-related jobs. The Health Subcommittee partners are working to develop a multi-year, multi-party training plan to begin 2009-2010 and have submitted a request to both the federal and provincial governments for $2M to deliver health-related training in northern Saskatchewan in 2009-2010.

- The **Nursing Education Program of Saskatchewan (NEPS)** is a four-year, Bachelor of Science in Nursing degree program. Classes are delivered by several partners - the University of Saskatchewan, Saskatchewan Institute of Applied Science and Technology (SIAST), and First Nations University of Canada. Saskatoon, Regina, and Prince Albert all offer the whole 4-year program. Since 2000, 1914 students have graduated with Nursing degrees – 30 graduates in 2007-8 were of Aboriginal heritage. The demand for enrolment into the program continues to be high. In September 2008, after an increase in the number of seats, approximately 494 new students were admitted across the sites. The Prince Albert northern campus had 121 students in nursing at various levels as of September 2008:
  - ◊ 41 students were enrolled in the first year;
  - ◊ 20 students were enrolled full time and 8 enrolled part-time in Year 2;
  - ◊ 23 were in Year 3; and
  - ◊ 29 were in Year 4.

- **Native Access Program to Nursing/Medicine** is a support and retention service for Aboriginal students in the NEPS nursing program, providing cultural programming and personal and academic advisement. In 2008-2009, Saskatoon had 26 seats filled with Aboriginal students, Regina filled 9, and Prince Albert filled its 43 seats with 28 Aboriginal and 15 non-Aboriginal students. The College of Nursing developed a video in 2008 as part of a broader provincial recruitment plan to encourage Aboriginal youth in health careers. The video profiles Aboriginal health science role models, elders, and the University of Saskatchewan.

- The **Northern Health Sciences Access Program** is delivered at the Prince Albert Campus by First Nations University of Canada to improve the recruitment, admission, and retention of First Nations and Métis students into health professions. Completion of this 10-month program gives the students the required credits to meet the entrance requirements for health-related training programs.

Major Trends in the Local Education Sector

- About 800 **teachers** are employed in the northern region: provincial schools in the north employ about 360 full-time equivalent educators, northern First Nations school systems employ about 400 teachers, and Northlands College and NORTEP employ about 70 instructors.

- Across the province, there are 240 fewer teachers in provincially funded schools than in 2004-5 and 10,000 fewer students. In northern Saskatchewan's provincial schools, the number of full-time equivalent educators decreased from 373 in 2004-5 to 362 in 2007-8 (includes teachers, principals, librarian, and directors). During this time, the number of student enrolments in northern provincial schools remained fairly constant, resulting in lower student-educator ratios. More teachers in the northern region are new to teaching with 36% having less than 5 years experience compared to 20% of teachers in rural and urban schools. Two out of every three teachers in the north are female. *(2008 Saskatchewan Education Indicators)*

- About one-third of teachers employed by Northern Lights School Division are of Aboriginal heritage. Many of these teachers are graduates of NORTEP, which has graduated over 300 teachers since the program started 30 years ago. NORTEP has helped to increase the number of Aboriginal educators to reflect the northern population. Of the NORTEP grads in the workforce, 91% continue to be in teaching-related positions. (*NORTEP/PAC Innovation, Determination, Impact* report)

- Over 100 people work in early child care programs and services across the northern region including the KidsFirst NORTH program, Health Canada's Aboriginal Head Start Program, and in 9 licensed provincial **early learning and child care** centres. The licensed provincial child care centres in the northern region generally have been able to meet their employment needs - new employees do not require certification when they start their jobs. They can work at their jobs as they take Early Childhood Education certificate and diploma courses on-line from SIAST and Credenda. Provincially licensed child care centres require at least 30% of their staff to have a certificate and at least 20% to have a diploma to meet the provincial legislation that came into effect in January 2007

Major Challenges facing education sector employers – hard to recruit for some specialties and locations

- The teacher turnover rate for northern provincial schools varies year to year, by community, and by teacher specialty.
  - ◊ A small number of schools in Northern Lights School Division (NLSD) continue to have a high teacher turnover rate while the majority of NLSD schools have a stable

and longer-term workforce. As well, there is a very low turnover rate within NLSD's elementary school teacher workforce.

- ◊ Recruitment and retention in the Athabasca basin and other First Nations schools is often an ongoing challenge. Mid-way through the 2008-9 school year, education systems in the north were still recruiting for 19 teachers (5 in provincial schools and 14 in First Nations schools) on www.educationcanada.com.
- ◊ The north has fewer **specialist teachers in secondary-level** (high school) math, science, computer science, and applied arts than the provincial norm. For example, only 30% of math courses in the north are taught by teacher specialists compared to 66% provincially. Teachers with specialty qualifications in senior sciences, applied arts, and French are in demand in northern Saskatchewan because of the increase in students at the middle years and high school levels.

- Northlands College and other post-secondary institutes report difficulties in recruiting **instructors for their post-secondary training programs** – a common problem for institutes right across Canada. Instructors are especially difficult to recruit for trades and technologies programs where qualified instructors are often attracted to higher-paying, permanent jobs in the resource sectors.

Training and Employment Partnerships and Initiatives in Education

- NORTEP delivered its first Masters' degree program in 2008-9 to 24 students. They completed their northern-focused projects in spring 2009. Many of the students are employees with Northern Lights School Division and other education partners. NORTEP will deliver a Masters in Education Administration from the University of Saskatchewan for another 24 students starting spring 2009 to 2010. A Master's degree is often required to move to higher-level education jobs such as school administration and research.

Major Trends in the Local Public Administration: aging workforce

- The provincial government employs about 400 workers in northern Saskatchewan with about 230 of those workers located in La Ronge. This totals about 3% of the total 12,445 provincial government employees in Saskatchewan. The majority of the positions in the northern region are in Ministry of Environment (**conservation officers, program administrators, and aircraft mechanics and pilots**) and Highways (**heavy equipment operators**). The other large occupation groups are **social workers, probation officers, and program administrators and clerks**. Many government employees are nearing retirement age.

- Municipalities in the northern region employ about 130 workers in full-time and casual positions such as **administration staff, water treatment operator, and heavy equipment operators** for road maintenance. In the summer, northern municipal communities employ an additional 100 seasonal workers under the Northern Forest Protection Worker and Training Program in a partnership with Ministries of Environment and Advanced Education, Employment and Labour, Northlands College, and New North. These workers undertake town maintenance projects while they wait

to be called to fight forest fires.

- The province implemented new certification requirements for **water and wastewater workers** in 2005. This presented education challenges to many workers who were currently employed in those positions. Northern water/waste water operators took the training program and over 80% were in compliance with certification requirements by 2005. However, these certified operators are in demand across the province and in Alberta as well as in other industry sectors such as mining, leading to employee turnover in some communities and an ongoing need for training. To meet the challenge of training such a small group of operators scattered across a large region, Northlands College arranges for training in one central location.

- Some communities have positions available in **road maintenance**. Northlands College purchased a heavy equipment operator simulator to aid in training operators in the northern region. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands College can partner with communities to deliver training with the simulator in combination with hands-on training on equipment owned by the municipality or First Nation.

- A two-year **Northern Local Government Administration Certificate Program** began in September 2008 with 18 students enrolled. Funding is provided through a federal program for tuition, registration fees, and training and mentoring costs. The course was developed in cooperation with the University of Regina and Northlands College. The program was set up to train northern municipal clerks. Initially, the program was to train those already in the field who required training, and any seats not taken were filled on a first come basis. The training also provides a mentoring component for the students, which is a requirement for certification

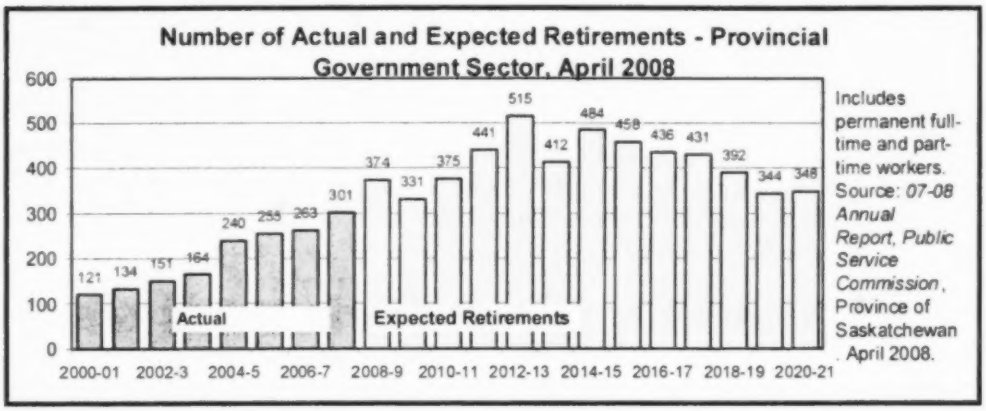
- Saskatchewan Housing Corporation provides access to about 1,400 affordable rental housing units across northern Saskatchewan. The *Social Housing Management Learning Program* is provided to local northerners interested in working on the **administrative side of social housing management** through a partnership of the Corporation, SIAST, Northlands College, the Real Estate Institute of Canada, Sask. Housing Authorities - Human Resource Services, as well as with participating Housing Authorities in northern Saskatchewan.

- The First Nations communities employ hundreds of workers around the north - many more workers than the municipal communities because of the broader range of services and programs they administer. First Nations communities generally employ **administration staff** for housing, social assistance, education, and health care programs, as well as seasonal workers who undertake community maintenance while they wait to be called to fight forest fires.

Major Challenges facing Public Administration Sector

- The provincial public service will face an increasing challenge in retaining employees as the labour market continues to age and more employees retire. The average age of

the total public sector workforce is 44; the average age of those workers who are permanent employees in full time positions is even higher at 47. Between 2008 and 2020, the government anticipates that 5,300 permanent employees will retire – 53% of the workforce, as shown in the next chart.



- Recruiting and retaining youth is a necessity but little progress has been made in the last 7 years - only 5.5% of the provincial government's full-time permanent employees are under age 30 – an age group that represents 28% of the provincial population. One barrier to recruiting youth to this sector is their lack of seniority when competing for union positions. As well, the sector has faced challenges in keeping its young employees once they are hired. Only 65% of youth are still in the government workforce after 4 years.

- Many provincial government jobs in northern Saskatchewan communities are even harder to recruit for and retain workers. Common hard-to-recruit occupations include **social workers, probation officers, policy/research analysts, auditors, managers, and accountants.**

- Some of the recruitment strategies to address critical hard-to-recruit occupations within the public service include:
  - ◊ salary supplements, internship programs, job redesign, and reviews of existing educational and experience requirements to ensure access to jobs is not restrictive;
  - ◊ development of a Northern Recruitment Strategy to address critical hard-to-recruit occupations in northern Saskatchewan;
  - ◊ summer student employment;
  - ◊ an apprenticeship program for heavy duty mechanics and welders targeting Aboriginal workers for the Ministry of Highways and Infrastructure; and
  - ◊ hiring an Aboriginal recruiter (term position) to enhance recruitment and retention of Aboriginal employees across the public service.

Non-Commercial Services Sector Labour Market Overview	
Major Trends	◊ Because this sector is government funded, it is not as affected by down swings in the economy. Jobs are stable, secure (often unionized), and many require higher levels of education than jobs in other sectors. ◊ Workers in this sector have pension plans and so tend to retire earlier than workers in the private sector. Many workers are in their forties and a major retirement exodus is expected, particularly in public administration. ◊ The recruitment and retention difficulties faced by employers province-wide are even more extreme in the northern region. Many of the jobs in health care, education and government are located in small and isolated communities. Employers must compete for skilled applicants with larger communities that have more services to offer.
Challenges – specific skills gaps	◊ Because more jobs in this sector require higher levels of education than some other sectors, the lack of high school education hinders many residents from entering post-secondary training to gain the skills needed for employment in the sector.
Addressing the Challenges - partnerships	◊ The Health Training Subcommittee of the NLMC has submitted a request to federal and provincial governments for $2M in 2009-2010 to deliver health-related training in northern Saskatchewan under a proposed Multi-Party Training Plan for Health Sector. ◊ NORTEP, a partnership of the provincial and First Nations education systems, Province and universities, provides a bachelor of education program for elementary school teachers. In 2009-2010, NORTEP will accept a second intake of 24 students into a Master's degree program.

Commercial Services Job Opportunities	
Registered Nurse	Teacher
Licensed Practical Nurse	Post-Secondary instructor- trades and technical
Physician	Secondary teacher –specialized
Public Health Inspector	Early Childhood Education
Nutritionist/Dietician	Water and Waste Water Operator
Institutional Cooking	Heavy Equipment Operator
Business Administration	Social Worker
Laboratory Technician X-Ray Technician	Probation officer
Community Services Addictions Worker	Program administrators and managers
Continuing Care Assistant (Home care/special care aide)	Accountant, book-keeper

Websites and contacts for more information	
Multi-Party Training Plan for the Health Sector is being developed for 2009-2010 by the Health Training Subcommittee of the NLMC. Call Northlands College at 425-4480 for more information or **www.northlandscollege.sk.ca/**	**Saskatchewan Health** provides health employees and physicians with a Northern "work", or a Northern "work and reside" Grant in exchange for a specified return in service commitment. The grants range from $5,000 to $15,000 to eligible applicants. See **www.healthcareersinsask.ca**.
The website **www.healthcareersinsask.ca** is a province-wide **health care recruitment** agency sponsored by Saskatchewan Health that connects health professionals with career opportunities in regional health authorities, and provides information on grants, bursaries and licensing.	The **Graduate Retention Program** rewards recent graduates and encourages more young people to build their futures in Saskatchewan by providing a refundable income tax credit to rebate up to $20,000 of tuition fees paid by eligible graduates who live in Saskatchewan. See **http://www.aeel.gov.sk.ca/grp**
The Northern Teacher Education Program (**NORTEP**) in La Ronge delivers classes from both the University of Regina and the University of Saskatchewan **www.nortep-norpac.sk.ca**	Positions in the **public service** are listed on the Career Centre website located at **www.careers.gov.sk.ca**.
Education Canada is an on-line source for teaching and education jobs. **http://www.educationcanada.com/**	

6. Connecting People to Jobs

6.1 Grade 12 Courses and Prerequisites for Post-secondary Training

Core areas of study for Grade 12 students

- As more northern youth and adults achieve their Grade 12 education, fewer businesses are accepting less than a Grade 12 for their entry level workers.

- Course offerings from Kindergarten to grade 10 are standardized and mandatory. For Grade 11 and 12 students, however, Saskatchewan Ministry of Education aims to foster individual responsibility and personal growth by providing a framework of a minimum set of compulsory core courses and a set of electives based on the students' preferences and future career goals.

- Saskatchewan students need a total of 24 high school credits from grade 10 to 12 to graduate from high school. Five of the credits must be at level 30 (grade 12) and can be taken through a high school, Saskatchewan Ministry of Education distance education, or a post-secondary institution approved to offer secondary level courses. The table bellows shows the high school credits required to achieve a grade 12 certificate.

Credits required in Secondary Levels 10 to 30 – Grades 10 to 12				
Required Courses	**Grade 10**	**Grade 11**	**Grade 12**	**Total Credits Required**
English Language Arts	2	1	2	5
Mathematics	1	1		2
Science	1	1 at level 20 or 30		2
Social Science/	1	1 at level 20 or 30		2
Canadian Studies			1	1
Health Education/ Physical Education	1 at level 10, 20, or 30			1
Arts Education/ Practical and Applied Arts	2 at level 10, 20, or 30			2
Subtotal of Credits in Required Courses				**15**
Electives	3 at level 10, 20, or 30			9
Electives		6 at level 20 or 30		
Minimum Credits needed to pass each Grade	**8**	**16**	**24 (5 must be at level 30)**	**24**

- The Adult 12 Program requirements were recently revised to be more in harmony with the regular high-school Grade 12 program. An adult (defined as a person at least age 18 and out of school one year) may attain a grade 12 diploma by completion of 7 credits, with a minimum of 5 credits at the 30 level. Credits may be attained by

taking the course from a high school, Technology Supported Learning (formerly Saskatchewan Government Correspondence School), or a Saskatchewan post-secondary institution approved to offer secondary level courses, such as Northlands College and Saskatchewan Indian Institute of Technologies. Adults also have the option of challenging a departmental examination.

- Northern youth and adults have greater access to Grade 12 classes than ever before through:
  - ◊ Schools: two math and two science courses at Level 30 are generally available at most northern high schools.
  - ◊ Northlands College: Adult 12 programs for adult learners are offered in program centres across the north.
  - ◊ On-line classes:
    - o Masinahikana On-Line School, a partnership of Northlands College and Northern Lights School Division, at **http://school.edcentre.ca/**
    - o Prince Albert Grand Council's Credenda Virtual High School at **http://www.credenda.net/index.htm**
    - o Saskatchewan Education's Central iSchool at **http://www.centralischool.ca/**

6.2 Career exploration websites

Essential Skills – what are they?

- **Reading, writing, using numbers, using documents, oral communication, thinking skills, computer use, working with others, and continuous learning** – these are the 9 skills that are essential for everyday life. These skills will help you get a job, keep your job, and move forward to a new career. These skills also help you in your day to day life - to read your e-mails, understand your pay cheque and bank account, express yourself to your friends and workmates, solve problems, organize your tasks, get along with people, and find information.

- Once you have learned to use these 9 Essential skills, you have the base to learn all other skills. The Government of Canada has a website that has a variety of free and easy-to-use tools to help employers and learners take action to improve literacy and essential skills at **http://srv108.services.gc.ca/english/general/home_e.shtml**.

Discover your skills and career interests

- To see which of the essential skills you are strong in and which you might need to improve in order to prepare for a job, check the Government of Canada Essential Skills toolkit at **http://srv108.services.gc.ca/english/general/learner.shtml#14**

The Essential Skills toolkit **Getting started: http://srv108.services.gc.ca/english/general/learner.shtml#14**	
Essential Skills Online Indicator	A number of short quizzes will help you understand your skill strengths and any areas that may need improvement. This information can help guide your future training and career planning.
Essential Skills Reading Indicator	Tests your reading and understanding in 10 short reading assignments with questions.
Essential Skills Document Use Indicator	Consists of 10 questions based on tasks performed in the workplace using the types of documents used in a real work setting
Essential Skills Numeracy Indicator	The 10 questions in this set are based on actual numeracy tasks performed in the workplace. You do not need specialized knowledge to answer any of the questions.

- Next, to help you explore your career options, take one or more of the career quizzes on Career Navigation, a Government of Canada website. (**https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do**)

Career Navigator and Quizzes **https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do**	
Career Quizzes	
Abilities Quiz	Identify your abilities and get a list of matching occupations to explore.
Data, People, Things Quiz	Select the ways you like to work with data, people and things and get a list of matching occupations to explore.
Work Preference Quiz	Do you prefer directive, social, methodical, objective or innovative work? Complete the work preference inventory to get a list of occupations that match your preferences.
Work Values Quiz	What values are important to you in your work environment?
Learning Style Quizzes	
Multiple Intelligence Quiz	Discover your unique style of thinking and understanding.
Seeing, Hearing, and Doing Quiz	Discover your unique style of learning.

Research your career options

- After you have taken the quizzes, go to the **Saskatchewan Job Futures** website to research the jobs listed in your quiz results at **www.saskjobfutures.ca.** Saskatchewan Job Futures gives a forecast of the demand for each occupation in the upcoming years, compares wage rates, and education and training requirements.

- **SaskNetWork** website can help you prepare a resume, find a job, and prepare for an interview. It also has information about scholarships and links to training institutes. The website, a partnership of the Saskatchewan and federal governments, has sections for Job Seekers, Employers, Entrepreneurs, Learners, and Youth. See **www.sasknetwork.ca**

Know what to expect at your first job

- Before you start a new job, you need to know your rights and responsibilities and also health and safety and fairness in the workplace. For more information, go to **www.readyforwork.sk.ca** and check the *Guide for New Workers*. The website and Guide help new or young workers make a successful transition to work. The guide brings together valuable workplace information covering a range of topics such as what the employer expects of you, your pay cheque, hours of work, holidays, and safety equipment or rules. The topics are organized by the four phases of the job cycle:
  - ◊ entering or re-entering the job market,
  - ◊ starting a job,
  - ◊ during a job, and
  - ◊ leaving a job.

6.3 Apprenticeship Training Opportunities and Prerequisites

Combine on-the-job worksite training with some classroom training

- Apprenticeship is available to persons already working in a trade. Specific details of training and trade hours vary from one trade to another.
- Apprenticeship training combines hands-on learning where experts in a trade (journeypersons) pass on their knowledge and expertise to employees (apprentices) right on the job.
- Most apprenticeship training takes two to five years to complete, depending on the trade. You earn a good income while you learn.

How Apprenticeship Works – see www.saskapprenticeship.ca

- Stay in school - employers prefer to hire grade 12 graduates.
- Find an employer in the trade who is willing to hire you and provide the necessary on-the-job training and supervision.
- Sign a formal apprenticeship contract with the employer and register this contract with the Saskatchewan Apprenticeship and Trade Certification Commission.
- Attend technical training for the required number of days each year in order to receive theory, testing and hands-on experience, some of which may not be available on the job.
- Complete the required term and hours of apprenticeship.

- For more information contact: Apprenticeship and Trade Certification Commission Toll-Free: 1-877-363-0536 or the La Ronge office at 425-4385 or e-mail: **Apprenticeship@sasked.gov.sk.ca**.

- In northern Saskatchewan, the **Northern Apprenticeship Committee** (NAC – a joint training council) is working with the Apprenticeship and Trade Certification Commission and northern employers to increase the opportunities for people in trades employment and apprenticeship training. NAC can indenture apprentices directly to the Committee so that they can move among employers to progress through apprenticeship training more quickly. Call 425-6617 or toll free at 1-800-667-4380.

6.4 Connections to Career Services, Education, and Employment

Institute/agency	Location	Contact	Web site
For a more detailed list go to http://www.sasknetwork.gov.sk.ca/html/Learners/educationtraining/postinstitutions.htm			
Apprenticeship And Trade Certification Commission - Aboriginal Apprenticeship Initiatives - Saskatchewan Youth Apprenticeship	La Ronge Regina Prince Albert Regina	425-4385 1-877-363-0536 953-2492 1-877-363-0536	www.saskapprenticeship.ca www.youthapprenticeship@sasked.gov.sk.ca
Athabasca Labour Services – employment referral	Saskatoon	1-888-382-2213	http://www.alsjobs.com/
Dumont Technical Institute	Saskatoon	242-6070 1-877-488-6888	www.gdins.org/
Enform Institute Training for oil and gas rig crews	Calgary, Alberta Nisku, Alberta	403-250-9606 1-800-667-5557 780-955-7770 1-800-387-4976	www.pits.ca www.enform.ca
First Nations University of Canada	Prince Albert Campus Regina Campus Saskatoon Campus	763-0066 790-5950 931-1800	www.firstnationsuniversity.ca
Fort McMurray Labour Market News	Fort McMurray	780-715-0222	www.woodbuffalo.net
Gabriel Dumont Institute Training and Employment	Ile a la Crosse La Loche La Ronge Beauval	833-2760 822-2812 425-5283 288-2304	www.gdins.org/
Gary Tinker Federation for the Disabled - a variety of services	La Ronge	425-6612 1-866-365-5508	
Job Horizons II employment referral	Ile a la Crosse Meadow Lake La Loche Stanley Mission	833-2555 236-3139 822-2614 635-2482	
KCDC – Keewatin Career Development Corp.	La Ronge	425-4778	www.kcdc.ca
Lac La Ronge Indian Band –Post-Secondary Education and Training	La Ronge	425-4938 1-877-768-6888	

Institute/agency	Location	Contact	Web site
Meadow Lake Tribal Council Meadow Lake Oil & Gas Secretariat	Meadow Lake	236-5654	www.mltc.net
Ministry of Education	Northern Office Distance education	425-4380	www.centralischool.ca www.education.gov.sk.ca
Ministry of Advanced Education, Employment and Labour - CanSask Career and Employment Centres	La Ronge Ile a la Crosse Creighton	425-4520 1-866-888-4520 833-3235 688-8826	www.sasknetwork.ca
Ministry of Advanced Education, Employment and Labour – training and innovation funding	La Ronge	1-800-667-4380 425-4380	www.aeel.gov.sk.ca
Ministry of Health – job postings, scholarships and grants	La Ronge	425-4510	www.health.gov.sk.ca www.healthcareersinsask.ca
NORTEP/NORPAC – Northern Teacher Education Program	La Ronge	425-4411	www.nortep-norpac.sk.ca/
Northern Apprenticeship Committee – NAC	La Ronge	425-6617 1-800-667-4380	www.northernapprenticeship.ca
Northern Career Quest – training and employment for resource sectors	La Ronge	425-4703	www.northerncareerquest.com
Northern Lights School Division & Northlands College Masinahikana On-Line School	La Ronge	1-888-299-5680 425-5680	http://school.edcentre.ca/
Northlands College	La Ronge Creighton Buffalo Narrows Toll free	425-4353 688-8838 235-1765 1-888-311-1185	www.northlandscollege.sk.ca
Prince Albert Grand Council – regional learning network Credenda Virtual High School	Prince Albert	953-7200	http://careers.pagc.sk.ca/ http://www.credenda.net/index.htm
Saskatchewan Indian Institute of Technologies	Saskatoon	244-4444	www.siit.ca
Saskatchewan Institute of Applied Science and Technology 1-866-go-SIAST	Woodland Campus, Prince Albert Palliser Campus, Moose Jaw Kelsey Campus, Saskatoon Wascana Campus, Regina	953-7000 694-3200 933-5555 798-4356	www.siast.ca
University of Regina	Regina	585-4111	www.uregina.ca
University of Saskatchewan	Saskatoon	966-4343	www.usask.ca
Woodland Cree Enterprises – training sponsorship	La Ronge	425-4977	

6.5 Northlands College Training Plan and Priorities

Training plans based on needs identified by communities and industry

- Northlands College is based in the Northern Administration District, has three campus centres located in Buffalo Narrows, Creighton, and La Ronge, and is the main deliverer of programs for people in the area. Other agencies such as Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies, First Nations University of Canada, Northern Teacher Education Program – NORTEP, and Dumont Technical Institute also offer post-secondary programs for careers in northern Saskatchewan.

- Northlands College develops its training plans based on needs identified by the communities, Aboriginal agencies, economic development organizations, and industry. The College also develops partnerships with other agencies in order to leverage funding for the delivery of training across the north. The Board approves a Program Plan, which allocates funds by program area, by region, and by key sectors such as mining, health, literacy, and adult basic education. The following section provides a description and rationale for the Program Plan.

- Northlands College will release the calendar (**www.northlandscollege.sk.ca**) in March 2009 to target transition students and increase recruitment time for programs. In addition to mine training programs, some of the initial program offerings are Office Education, Continuing Care Assistant, Health Careers Access, Practical Nursing, Primary Care Paramedic Heavy Equipment Mechanic, Industrial Mechanics, Carpentry Level 1, and Applied Certificates in Welding and Plumbing.

Program Plan and Rationale for 2009-2010	
Basic Education	
Rationale	**Program Plans – to be updated**
A high percentage of adults in the region have less than a grade 12. The lack of high school and math and science are skills gaps that exclude many residents from transition to employment or post-secondary training.	o The key to delivery of 40 Adult Basic Education Programs, in 15 communities and three mine sites in 2007-08 is partnership with other training institutions and northern stakeholders. o The Adult 12 program certifies students with a Saskatchewan Ministry of Education Grade 12 Standing. Northlands College offers Adult 12- 30 level credit courses in Buffalo Narrows, Creighton and La Ronge. As additional funding is secured programs may be offered in outlying communities. Under the Adult Completion (Adult 12) Policy; Adults must complete seven credits; must obtain a minimum of five credits at the 30 level; must have one Science and one Math at the 20 or 30 level; may take courses at the modified (advanced or basic) level; and may use locally developed courses to meet elective requirements. o In Creighton, a GED Plus program is offered. Instruction involves preparation to write the General Educational Development (GED) exams that lead to a Grade 12 Equivalency. Students determine their career goals and take supplemental classes required for entry into their career choice. GED examinations are scheduled through out the year at each Program Centre.

Many employers prefer even entry-level workers to have achieved a grade 12 certificate Some new grade 12 graduates require math and sciences as prerequisites to enter post-secondary training.	o Northlands College also offers Developmental Studies Phase I, II and III. Developmental Studies is an alternative approach to the regular Adult Basic Education 10 program. In Developmental Studies Phase I (12 weeks), the student explores career options, develops personal and professional skills, and completes a personal development plan. In Phase II, learners focus on development of the academic skills required in the workplace or for further education and training. Graduates will have sufficient skills to enter a number of occupations or to enter Phase III. Finally, in Developmental Studies Phase III (27 weeks), graduates achieve certification at the Adult Basic Education 10 Level. Students will be prepared to enter the workforce in those occupations requiring a minimum Grade 10 entry or pursue further education or training. o Northlands College offers in partnership with Northern Lights School Division through Edcentre.ca Online High School, GED, and TEL Literacy courses. o Northlands College will continue to facilitate meetings with the Northern Literacy Network to determine, monitor, and implement a Literacy Strategy for the northern region. o Northlands College, based on acquiring ongoing funding, will deliver family literacy programs depending on the needs of the participants. o Northlands College will continue to deliver the level one and two literacy benchmarks using a variety of Technology Enhanced Learning (TEL) modes of delivery such as fax, toll-free phone line, or on-line participation. Each participant is eligible to receive a computer from the Computer for Schools program and an orientation teaches the participants basic computer skills. o Workplace Education Programs continue to be available at three mine sites. o The Principle of the Alphabet Literacy System (PALS) lab continues to be delivered in La Ronge in partnership with Northern Lights School Division. o The Basic Education Assessment Model continues to identify those clients that do not meet entrance into Adult Basic Education programs (Developmental Studies Phase I, II and III and Adult 12) and currently there is no funding to address the serious level of clients that need full-time literacy programming. o Continued implementation of the Basic Education Assessment Model aims to improve student placement, selections, and enhance student success. o Challenges in maintaining existing levels of basic education programs include the shortage of teachers, increased costs due to salary increases and facility leases, and continued pressure on funding agencies' resources. o **Some of the initial program offerings for 2009-2010 are:** ◊ **Bridging to Adult 12 in Sandy Bay; Adult 12 in Cumberland; Adult 12/GED Plus in Buffalo Narrows and Creighton; Adult 12 Pre-Technologies in La Ronge;** ◊ **Developmental Studies 1 in La Ronge and Pelican Narrows; Developmental Studies 2 in Cumberland, La Ronge and Pelican Narrows; Developmental Studies 3 in Buffalo Narrows, Creighton and La Ronge and Cumberland.** ◊ **GED testing in Buffalo, Creighton, and La Ronge** ◊ **On-line high school – college wide** ◊ **Pre-developmental Studies A** ◊ **Technology Enhanced Learning – college wide**

Skill Training

Rationale	Program Plans
	o Training needs and delivery are planned in conjunction with a number of partners in mineral, forestry, health, oil sands, and traditional economies sectors in the north. In 2007-08, Northlands College delivered 74 Skill programs in 23 communities. o The new 4-year Northern Career Quest Partnership - a multi-sectored

The majority of **resource sector** jobs require some skill training and/or safety training prior to employment. Many of the **mining sector** jobs require some level of post-secondary training or university.	initiative - continues a long history of sector agreements that Northlands College supports. The northern region continues on a path of tying training directly to local industry demands through such sector initiatives as the 5-year Northern Development Agreement (just winding up), the Mineral Sector Multi Party Training Program which could enter its fourth 5-year agreement in 2009, and the development of a health sector agreement ○ **Some of the initial program offerings for 2009-2010 that MPTP for the mineral sector will support include Chemical Technician in La Ronge, Mine Engineering Technologist in La Ronge, Radiation and Environmental Technician in La Ronge.**
The **Health Sector** is projected to need about 170 workers each year for the next 3-5 years. Three-quarters of all positions require high school and at least one year of post-secondary training.	○ To meet the needs defined by the Health Sector Committee of the NLMC the Health Career Access Program will be delivered in each region, Buffalo Narrows, Creighton, and La Ronge in the fall of 2009. This course is designed to prepare students for access into further post-secondary health career training programs including health administration, nursing, dental and technologies. ○ **Some of the initial program offerings for 2009-2010 are Continuing Care Assistant in Creighton and La Ronge; Health Careers Access Program in Buffalo, Creighton and La Ronge; Practical Nursing in La Ronge; and Primary Care Paramedic in La Ronge**.
The **Service sector** has many jobs available in cooking, catering, clerical, and accounting. Many youth and new entrants into the workforce require Essential skills and vocational training to prepare them.	○ **Some of the initial program offerings for 2009-2010 are Office Education in Buffalo Narrows and La Ronge; and Post-secondary career start in Sandy Bay**.
Across the north, there is a shortage of skilled workers in many **construction trades**.	○ **Some of the initial program offerings for 2009-2010 are Carpentry level 1 in Cumberland House, Pelican Narrows, and Sandy Bay; Heavy Equipment Mechanic in Buffalo Narrows; Industrial Mechanic in Sandy Bay; Pre-trades Upgrader in Pelican Narrows, Welding in Buffalo Narrows, Creighton and La Loche.**

University

Rationale	Program Plans
Health, education, industry, and administration at all levels of government face a shortage of professionals with university degrees.	○ Northlands College is an official off-campus Arts and Science site, offering courses from the University of Saskatchewan, University of Regina and University of the Arctic. University access through Northlands College is coordinated from La Ronge but access through SCN sites is available in 5 College-sponsored sites: La Loche, Sandy Bay, Buffalo Narrows, Creighton, and La Ronge. Other community access sites which meet SCN delivery criteria are approved on an annual basis. SCN continues to be critical to our distance education model. ○ Northlands College continues to offer a "Supportive Distance Education Model" and hires tutors and proctors to support the delivery of service to the students. Without on-site support from the technician, coordinator and Distance Education Tutors, most of the students would not have completed the first few weeks of class. ○ **University highlights include:** ◊ **The University Regional Program in all three centers will again**

	offer four program options: a Social Work Option, a Teacher's Entrance option, a Bachelor of Arts options, a one-year University of Regina Certificate of Continuing Education Administrative Development option, and the Degree Completion Program option. ◊ **The University of Saskatchewan, University of the Artic and Northlands College partnership, created a Degree Completion Program, Bachelor of Arts major in Northern Studies with an advanced emphasis in Aboriginal Public Administration** that directly ties this program to the northern labour market needs. The first intake of students graduated and attended convocation in Oct 2008. This program will have another intake in September 2009 classes are delivered online and using video conferencing technology.

College Learner Support and Counseling Services	
Rationale	**Program Plans**
Without on-site support from the technician, coordinator, and Distance Education Tutors, most of the students would not complete the first few weeks of class.	o Northlands College, in partnership from University of Saskatchewan, University of Regina, Campus Saskatchewan, Saskatchewan Communications Network, Saskatchewan Education and Advanced Education, Employment and Labour will continue to offer the successfully piloted student support program SOS: Surviving Off-Campus Studies. The workshops are delivered using a variety of technologies - including real time, live satellite broadcasts, live and archived video streaming, and on line resources. This range of technologies assists students with a variety of learning styles, and accommodates learners' schedules. o Northlands College offers Distance Education Tutors to support distance learners at the three program centres, as well as access to the TEL Computer Labs. o The College offers GED examination support offered through out the year at each program centre. o Career Services is an integrated model of delivery of counseling and student services in each region of the college. A full-time Counselor and two Student Advisor positions staff each region. The Counselors and Student Advisors are involved in various components of the BE Assessment Model which is integrated into the counseling process, student selections, and student centered team meetings. In addition, the Student Services department provides services in orientation, career planning workshops, financial counseling, referral to specialized services, and academic assessment. o Additional student support is provided by the Educational Consultant and Learning Strategists who provide further assessment testing and individual learning plans as well as teaching learning strategies to small groups or to individual students.

7. Sources

7.1 Sources List

Demographic and Job forecast information

Government of Canada. Department of Indian and Northern Affairs Canada. *First Nations Profiles*. http://sdiprod.inac.gc.ca/FNProfiles/ as of August 2008.

Human Resources and Social Development Canada. Looking-Ahead: a 10-Year Outlook for the Canadian Labour Market (2006-2015) Report. Labour Market and Skills Forecasting and Analysis Unit. Strategic Policy Research Directorate. October 2006.

Intergroup Consultants Ltd. For Community Vitality Monitoring Partnership Program. The Challenges to Post-Secondary Education for the Residents of the Athabasca Basin, Saskatchewan. Winnipeg. August 15, 2008

Royal Bank of Canada, Economic & Financial Market Outlook December 2008. Source: Federal Reserve Board, Reuters, RBC Economics Research forecasts. http://www.rbc.com/economics/market/pdf/fcst.pdf

Saskatchewan Ministry of Education. 2008 Saskatchewan Education Indicators, Kindergarten to Grade 12. Regina. December 2, 2008. http://www.education.gov.sk.ca/

Saskatchewan Ministry of Education. Provincial Examinations, Student and Teacher Services. *Enrolments by Grade by School/ Graduation information.* Regina. October 2008.

Saskatchewan Ministry of Health. Health Information Solutions Centre. Covered Population 2008. Regina. 2008.

Service Canada and Saskatchewan Advanced Education, Employment and Labour. *Saskatchewan Job Futures: Job chart 2007/2008* for all occupational groups. January 9, 2008. www.saskjobfutures.ca/jobchart

Service Canada and Saskatchewan Ministry of Advanced Education, Employment and Labour. *Projected Opportunities by Skill Level & Skill Type*. Occupational Employment Outlook. Volume 2, Issue 2 Winter 2007-08.

Service Canada. Career Navigator and Quizzes website. Gatineau. January 2009. https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do

Statistics Canada. 2007. Division No. 18, Saskatchewan (table). *2006 Community Profiles*. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E (accessed March 31, 2008).

Statistics Canada. 2008. 2006 Census of Population, Attendance at School for Geography =Division No. 18, Saskatchewan. Catalogue no. 97-560-XCB2006033. Ottawa. 2008/ Employment by Education level for Geography =Division No. 18, Saskatchewan. Catalogue no. 97-559-XCB2006020. Ottawa. March 2008/ Division No. 18, Saskatchewan (table). *Aboriginal Population Profile*. 2006 Census. Statistics Canada Catalogue no. 92-594-XWE. Ottawa. Released January 15, 2008. http://www12.statcan.ca/english/census06/data/profiles/aboriginal/Index.cfm?Lang=E (accessed January 15, 2008)./Income and Earnings Highlight Tables, 2006 Census. Statistics Canada Catalogue no. 97-563-XWE2006002. Ottawa. Released May 1, 2008

The Province newspaper. *Working*. Ruth Mantell, Vancouver, B.C.: Sep 21, 2008. pg. E.45.

Industry Sectors in general

Aurora Communications Ltd. Opportunity North, Business, Industry, Training and Employment in Northern Saskatchewan. Volume 15, Issue 2 Spring 2008; Issue 3 Summer 2008; Issue 5, Nov.-Dec. 2008.

Northern Labour Market Committee members. Information from minutes, subcommittees, and reports. 2008.

Northlands College. *Regional Program Planning Meeting Minutes*. Autumn 2008.

ProQuest LLC, provided by the Multitype Database Licensing Program and Saskatchewan Learning Resource Centre. Canadian newspapers database search. 2008-9.

Mining and Mineral Exploration Sectors

AREVA Resources Canada Inc. Community Update, McClean Lake and Cluff Lake Projects. Midwest Project Environmental Impact Study. August 2007. And information from the website. Saskatoon. December 15, 2008. www.cogema.ca

Bruce Power L.P. Saskatchewan 2020 Clean energy. New opportunity. Report on Bruce Power's Feasibility Study. November 2008. Tiverton, Ontario. www.brucepower.com.

Cameco Corporation. The Cameco Advantage Driven to Succeed, 2008 Business Review. Information from media gateway on Website. Saskatoon. December 2008. www.cameco.com.

Cameco Corporation/AREVA Resources Canada Inc. *Rabbit Lake Solution Processing Project Environmental Impact Statement*. Saskatoon. December 2006.

Canadian Nuclear Association, *Quick Facts*. 130 Albert Street, Suite 1610, Ottawa, Ontario. www.cna.ca September 26, 2008

Canadian Nuclear Safety Commission. Information from website as of November 2008: http://www.nuclearsafety.gc.ca/eng/mycommunity/facilities/northsask/

Claude Resources. Website information. November 2008. www.clauderesources.com.

Diamond Consultants Canada for the Prince Albert Regional Economic Development Authority. The Diamond Industry, An Opportunity and Impact Assessment.

www.citypa.ca/Portals/0/PDF/EconPlan/Economic%20Development/Diamond%20Industry%20-%20Opportunity%20and%20Impact%20Assessment.pdf

GLR Resources. Information from website as of November 2008. http://www.glrresources.com/

Golden Band Resources Inc. Information from the website as of November 2008. www.goldenbandresources.com

Great Western Minerals Group Ltd. Hoidas Lake outlook and other website material. November 2008. http://www.gwmg.ca/projects/hoidas/outlook.php

Mineral Sector Steering Committee. *Multi-Party Training Plan Proposed Program Plan 2009-2010.* And skill needs information. La Ronge. January 2009.

Mineral Sector Steering Committee. Multi-Party Training Plan III Review. La Ronge. November 12, 2008.

Mining Industry Human Resources Council. Mining Labour Market Transition Project Final Report. Funded by the Government of Canada's Sector Council Program. Kanata. September 2007. *Mining Industry Attraction, Recruitment & Retention Strategy Project Overview 2007.* And information from the website: www.acareecrinmining.ca as of January 2009.

Project Proposal - Jolu Central Mill Gold Project for Saskatchewan Environment Assessment Branch Submitted by Golden Band Resources Inc. Revision Date: 02/19/2008

Saskatchewan Mining Association. *Fact Sheet – General Information.* From website December 2008. www.saskmining.ca

Saskatchewan Ministry of Advanced Education, Employment and Labour, Northern Regional Office. *Quarterly Employment Reports* from mining companies. 2008.

Saskatchewan Ministry of Energy and Resources. Saskatchewan Exploration and Development Highlights 2008 and previous years. Regina. December 2008.

Saskatchewan Ministry of First Nations and Métis Relations, Northern Affairs Division. *Northern Business Participation Reports.* 2007 and previous years. Financial Information submitted northern mining operations. 2007

Shore Gold Inc. The Star Explorer. June 25, 2008. Information from the website as of November 2008. http://www.shoregold.com/

The Mining Association of Canada. Facts & Figures 2008, A Report on the State of the Canadian Mining Industry. Ottawa 08-09-08. www.mining.ca

The Mining Association of Canada. Mining Works for Canada Diamonds Special Edition. Diamonds Issue 1, Summer 2008. www.miningworks.mining.ca

Oil and Gas Sector

Alberta Employment, Immigration, and Industry. Labour Market News Fort McMurray – Wood Buffalo Volume 3 Issue 1, October 2008 and information from website on oil sands employment, training and projects. November 2008. www.woodbuffalo.net

Applications Management Consulting Ltd. Prepared for Alberta Employment and Immigration. Wood Buffalo Labour Market Information Worker Needs and Shortages Analysis. Edmonton. August 2008. http://www.woodbuffalo.net/PDFs/IndustryReport2008Final.pdf

Calgary Herald. *Recession fears put squeeze on oilpatch.* Dina O'Meara. Calgary. Oct. 24, 2008,/ *Shell delays decision on Oilsands expansion; Company says costs must come down.* Dan Healing. Oct. 31, 2008, from ProQuest search.

Edmonton Journal. *Full Steam ahead for Long Lake Oilsands project: Companies confident falling oil prices won't hurt first phase.* Dave Cooper. Edmonton. Oct. 24, 2008, from ProQuest search.

National Post. *Two giants take two approaches to oil sands; Exxon moving ahead, while Shell waits.* Claudia Cattaneo. Don Mills. Oct. 31, 2008, from ProQuest search.

Oil Sands Developers Group. *2008* Forecast of New Permanent Operations Jobs in the Wood Buffalo Region from *Survey and Forecast Results* August 2008. www.oilsandsdevelopers.ca .

Oilsands Quest Inc. News Release, December 9, 2008, *Oilsands Quest Files 10-Q Quarterly Report. Economic Benefits* and other Information from the website as of December 2008. http://www.oilsandsquest.com/

Petroleum Human Resources Council of Canada and Saskatchewan Advanced Education and Employment. Saskatchewan Upstream Oil and Gas Workforce Development Report. July 2007.

Petroleum Human Resources Council of Canada, Careers in Oil and Gas website December 2008 http://www.careersinoilandgas.com

Petroleum Human Resources Council of Canada. Information from website as of November 2008 www.petrohrsc.ca and the Careers in Oil and Gas website http://www.careersinoilandgas.com/

Petroleum Services Association of Canada. Media Release *Oilpatch Battles Effects of Markets, Royalties & Prices* November 7, 2008. Calgary. http://www.psac.ca/images/mediacentre/20081106.pdf

Star Phoenix. *Companies delay Oilsands expansion.* Reuters. Calgary. October 22, 2008.

Forestry Sector

Conference Board of Canada. *Canadian Industrial Outlook: Canada's Paper Products Industry.* Autumn 2008. Ottawa. http://www.conferenceboard.ca/

Council on Forestry Promotion and Recruitment (CFPR). Information on the Canadian Forest Service 2007 skill shortages survey and career information from the website as of December 2008. www.goforestry.ca

Forest Products Association of Canada. Information from website as of December 2008. www.fpac.ca

International Wood Markets Group Inc.. *Wood Markets Monthly International Report.* Volume 13, Number 9. November 2008. http://www.woodmarkets.com/

Leader Post. *Rail line in jeopardy: Cassiandra.* Kyle. Regina. Oct. 28, 2008, from ProQuest search.

Ministry of Finance, Bureau of Statistics. *Exports Originating in Saskatchewan.* Monthly Statistical Review, December 2008 and previous months. www.gov.sk.ca/bureau.stats.

National Association of Realtors. *Supply Versus Demand: Housing Inventory.* Economist's Commentary: November 20, 2008. www.realtor.org/research/commentary_s_v_d_inventory

Star Phoenix. *Norsask Forest lays off 62 workers; Official blames downturn in U.S. housing market.* Joanne Paulson. Saskatoon. Nov. 1, 2008/ *Meadow Lake strandboard plant to lay off workers.* Scott Sibbald. Saskatoon. Nov.15, 2008, from ProQuest.

Construction Trades Sector

Alberta Employment, Immigration, and Industry. Labour Market News Fort McMurray – Wood Buffalo Volume 3 Issue 1, October 2008 and information from website on oil sands employment, training and projects. November 2008. www.woodbuffalo.net

Applications Management Consulting Ltd. Prepared for Alberta Employment and Immigration. Wood Buffalo Labour Market Information Worker Needs and Shortages Analysis. Edmonton. August 2008. http://www.woodbuffalo.net/PDFs/IndustryReport2008Final.pdf

Calgary Herald. *Employment forecasts halved as delays hit Oilsands projects.* David Finlayson. Calgary. Dec. 5, 2008, from ProQuest search.

Canadian Association of Petroleum Producers and Construction Owners Association of Alberta. Presentation: *Canadian Oil Sands The Future of Oil in Canada.* TD newscast, London Oil Sands Forum, 2008. January 14, 2008. www.capp.ca/raw.asp?x=1&dt=pdf&dn=130484

Canadian Home Builders Association-Saskatchewan. Information from website December 2008. www.saskhomebuilders.ca

Construction Sector Council. Construction Looking Forward, National Summary An Assessment of Construction Labour Markets from 2008 to 2016. June 2008. Construction Looking Forward, An Assessment of Construction Labour Markets from 2008 to 2016 for Saskatchewan. 2008. Ottawa. http://www.csc-ca.org/english/. Construction sector forecasts from www.constructionforecasts.ca . Career information from website www.careersinconstruction.ca December 2008.

Ministry of Finance, Bureau of Statistics. *Saskatchewan Employment Earnings and Hours* Monthly Statistical Review, Volume 34, Number 12. December 2008. www.stats.gov.sk.ca.

Province of Alberta. News Release: *Province begins development of two new communities in Fort McMurray.* June 23, 2008/*Construction begins on new five-lane bridge in Fort McMurray.* June 23, 2008. www.alberta.ca

Saskatchewan Advanced Education and Employment and Saskatchewan Apprenticeship and Trade Certification Commission. Labour Market Conditions for the Apprenticeship Trades in Saskatchewan (2007-2010). Regina. Winter 2008.

Saskatchewan Apprenticeship and Trade Certification Commission. Information from website on apprenticeship statistics, Youth initiatives, and how to become an apprentice. Regina. January 2008. www.saskapprenticeship.ca

Statistics Canada. National Apprenticeship Survey Canada Overview Report 2007/ National Apprenticeship Survey Saskatchewan Overview Report 2007. Catalogues no. 81-598-X No 001 and 006. Culture Tourism and the Centre for Education Statistics Division. Ottawa. September 2008.

Services Sector

Canadian Tourism Human Resource Council. In Short Supply: Tourism - More jobs than workers brochure. Ottawa. June 2008. www.cthrc.ca

Canadian Tourism Human Resource Council. Total Tourism Sector Employment in Canada: 2006 Update. December 2007. www.cthrc.ca and information from website www.discovertourism.ca

Canadian Tourism Research Institute/Conference Board of Canada, and The Bristol Group for Canadian Tourism Human Resource Council. The Future of Canada's Tourism Sector: Long on Prospects...Short on People. Ottawa. June 2008. www.cthrc.ca

Canadian Transportation & Logistics. Information from website and link to *A Look Ahead to the World of Freight Transportation in 2009* from Dan Goodwill & Associates Inc. January 2, 2009. www.ctl.ca

Canadian Trucking Human Resources Council. Canada's Driving Force Phase 2- Integrated Summary Findings. Ottawa. 2007. and website information from www.cthrc.com February 2008.

Elliott, Douglas H. SaskTrends Monitor. *Employment among Older Workers.* Volume XXV Number 8. August 2008.

Fort McMurray – Alberta Labour Market Information. Funded by Alberta Employment, Immigration, and Industry. Labour Market News Fort McMurray, Wood Buffalo. Vol. 2 Issue 2. December 2007. www.woodbuffalo.net

Government of Saskatchewan, Public Service Commission. 07-08 Annual Report Public Service Commission. Regina. 2008. www.psc.gov.sk.ca/reports/annualreport07-08.pdf

Lawrence Thompson Strategic Consulting for the Northern Health Sector Training Sub-Committee. A report on a northern health human resources data collection. Saskatoon. April 23, 2008.

Leader Post. *More tourism workers needed.* Dr. Lynda Haverstock. Regina. August 26, 2008. From ProQuest search.

New North – Sanc Services Inc. Newsletter, *Administration Training Course.* October 2008. La Ronge. www.newnorthsask.ca

Saskatchewan Ministry of Education. 2008 Saskatchewan Education Indicators, Kindergarten to Grade 12. Regina. December 2, 2008. http://www.education.gov.sk.ca/

Saskatchewan Outfitters Association. Small Commercial Vessel Operator, Program Planning and Delivery. June 2006. http://www.ace.gov.sk.ca/jsfs/pdf/spp_outfitters_4.pdf

Statistics Canada. 2007. Division No. 18, Saskatchewan (table). *2006 Community Profiles.* 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E (accessed March 31, 2008).

Statistics Canada. Census 2006, Statistics Canada. Industry statistics. Released March 2008. Ottawa. www12.statcan.ca/english/census06/data/

Tymchak, Dr. Michael. NORTEP/PAC Innovation, Determination, Impact, The Impact of NORTEP/PAC After 30 Years. CeNRGe - Centre for Northern Research and Graduate Studies Education. June 2006.

University of Saskatchewan. *College of Nursing Newsletter.* Volume 8. Saskatoon.

7.2 Northern Labour Market Committee

The Northern Labour Market Committee (NLMC) began in 1983 with a membership of 10 training and Aboriginal organizations and has expanded to over 80 participants to become an effective and respected forum to address employment, training, and economic development issues in northern Saskatchewan. Working through subcommittees, the NLMC has shared information, pursued solutions, and worked on tasks in all sectors including education and training, mining, forestry, aviation, apprenticeship, health, information technology, tourism, oil sands employment, small business, and traditional economies.

Northern Labour Market Committee (1983)
Identifies and assesses emerging labour market and economic development issues and initiates actions which will enable northerners to benefit from training, employment, and economic activities in their region. Three co-chairs represented by: 1) First Nations/Métis agencies alternating; 2) Industry/training institutes alternating; and 3) Ministry of First Nations and Métis Relations, Northern Affairs for Provincial Government
Administration Subcommittee (1983) Sets the working direction of the NLMC by setting goals, facilitating cooperative planning, delegating tasks, and assessing successes to ensure NLMC attains its mission and optimizes the expertise and resources of its members. Chaired by Ministry of First Nations and Métis Relations, Northern Affairs
Athabasca Economic Development & Training Corp. (1986) Identifies and assesses emerging labour market and training needs of the regions and gives advice to NLMC. Chaired by Athabasca communities
Mineral Sector Steering Committee (1991) Maximizes northern employment opportunities and supports northern business ventures for the mineral sector. Oversees the Multi-Party Training Plan. Chaired by the mining industry
Northern Apprenticeship Committee (1993) Increases the number of and opportunities for, northern trades workers in all sectors. Chaired jointly by industry and/or training agency.
Education and Training Subcommittee (1996) Facilitates a collaborative approach in the provision of education and training in the north. Jointly chaired by a K-12 and a Post-secondary training agency.
Career Services Subcommittee (1997) Supports a collaborative approach to information sharing and career and employment service delivery in northern Saskatchewan. Chaired by an agency providing career services.
Gary Tinker Federation Subcommittee (1997) Makes long-term improvements in the lives of northern disabled people through a collaborative approach in the provision of post-secondary education and employment opportunities. Chaired by Gary Tinker Federation
Northern Health Sector Training Committee (2006) Determines and assesses the employment and training needs and develops and oversees implementation of a long-term training strategy to train northerners for a broad range of occupations for the northern health sector. Chaired by a Health Authority and a Training Institution
Economic Development Subcommittee (2005) Fosters early identification, coordinated planning and cooperation in the development of economic opportunities in Northern Saskatchewan. Chaired by Northern Development Board Corp.
Traditional Economies Subcommittee (2001) Mandate will be established to meet the training and economic development needs of persons in traditional economic activities. Chaired by people in traditional industries
Partner committees that report at NLMC for their sector
Youth Working Circle of the Northern Human Services Partnership (2003) Empowers youth in northern Saskatchewan with the skills and the knowledge to take advantage of personal, educational, and skills development opportunities. Chaired by New North Youth coordinator

Northern Labour Market Committee – Participants and Interested Parties	
AGENCY	AGENCY
ABORIGINAL SKILLED WORKERS ASSOCIATION	MINISTRY OF SOCIAL SERVICES
AREVA RESOURCES CANADA INC.	NATURAL RESOURCES CANADA, CAN. FOREST SERV
ATHABASCA ECONOMIC DEV. & TRAINING CORP.	NEW NORTH - SANC SERVICES INC.
ATHABASCA HEALTH AUTHORITY	NORTEP/NORPAC
AURORA COMMUNICATIONS	NORTHERN APPRENTICESHIP COMMITTEE
BEAVER RIVER COMMUNITY FUTURES CORPORATION	NORTHERN CAREER QUEST
BOREAL REGIONAL DEVELOPMENT CORPORATION	NORTHERN HEALTH STRATEGY
BUFFALO NARROWS ECONOMIC DEVEL CORP	NORTHERN HUMAN SERVICES PARTNERSHIP
BUFFALO NARROWS, VILLAGE/NEW NORTH CHAIR	NORTHERN LIGHTS SCHOOL DIVISION
CAMECO CORPORATION	NORTHERN MINES MONITORING SECRETARIAT
CLAUDE RESOURCES INC.	NORTHERN RESOURCE TRUCKING
CREIGHTON REGIONAL DEVELOPMENT CORP.	NORTHERN SASK. TOURISM INC.
CREIGHTON SCHOOL DIVISION #111	NORTHERN SASK TRAPPERS ASSOCIATION
DUMONT TECHNICAL INSTITUTE	NORTHLANDS COLLEGE
FIRST NATIONS UNIVERSITY OF CANADA	OILSANDS QUEST INC.
GABRIEL DUMONT INSTITUTE TRAINING & EMPLOY	PETER BALLANTYNE CREE NATION
GARY TINKER FEDERATION FOR THE DISABLED	PINESHOUSE BUSINESS NORTH
GLR RESOURCES INC.	PRINCE ALBERT GRAND COUNCIL
GOLDEN BAND RESOURCES INC.	SAKITAWAK DEVELOPMENT CORPORATION
ILE A LA CROSSE SCHOOL DIVISION	SASK. APPRENTICESHIP & TRADE COMMISSION
INDIAN AND NORTHERN AFFAIRS CANADA	SASK. BUILDING/CONSTRUCTION TRADES COUNCIL
JOB HORIZONS 2 COMMITTEE	SASK. INDIAN INSTITUTE OF TECHNOLOGIES
KEEWATIN CAREER DEVELOPMENT CORP.	SASKATCHEWAN CONSTRUCTION ASSOCIATION
KEEWATIN YATHE HEALTH DISTRICT	SASKATCHEWAN COMMERCIAL FISHERIES LIMITED
KITSAKI MANAGEMENT LIMITED PARTNERSHIP	SASKATCHEWAN FOREST CENTRE
LA RONGE CHAMBER OF COMMERCE	SASKATCHEWAN LABOUR MARKET COMMISSION
LAC LA RONGE INDIAN BAND, EDUCATION BRANCH	SASKATCHEWAN MINING ASSOCIATION
MAMAWETAN CHURCHILL RIVER HEALTH DISTRICT	SASKPOWER CORPORATION
MEADOW LAKE MECHANICAL PULP	SASKTEL, ABORIGINAL UNIT
MEADOW LAKE OSB LIMITED PARTNERSHIP	SERVICE CANADA
MEADOW LAKE TRIBAL COUNCIL	SHORE GOLD INC.
METIS NATION OF SASKATCHEWAN – NORTHERN REGIONS	SIAST, KELSEY CAMPUS
MONTREAL LAKE TRAINING AND EMPLOYMENT	SIAST, PALLISER CAMPUS
MINISTRY ADVANCED EDUCATION, EMPLOYMENT AND LABOUR	SIAST, WOODLAND CAMPUS
MINISTRY OF CORRECTIONS, PUBLIC SAFETY & POLICING	SKILLS CANADA SASKATCHEWAN
MINISTRY OF EDUCATION	TOURISM SASKATCHEWAN - STEC
MINISTRY OF ENVIRONMENT	VISIONS NORTH COMMUNITY FUTURES DEVELOPMENT CORP.
MINISTRY OF ENERGY AND RESOURCES	WESTERN ECONOMIC DIVERSIFICATION CANADA
MINISTRY OF FIRST NATIONS AND METIS RELATIONS	WOODLAND AND WATERWAYS REGIONAL DEV. CORP.
MINISTRY OF HEALTH	WOODLAND CREE ENTERPRISES INC.
MINISTRY OF HIGHWAYS AND TRANSPORTATION	ZELENSKY BROTHERS SAWMILL